PERTAMEDIKA
PERTAMINA BINA MEDIKA

IHC
Indonesia Healthcare Corporation

# Bersama Meningkatkan
## Ketahanan Kesehatan Nasional

Together Improving National Health Security

**2023**
**Laporan Tahunan**
Annual Report

# Tentang Laporan Tahunan 2023
## About the 2023 Annual Report

Laporan Tahunan PT Pertamina Bina Medika IHC disusun dengan tema "Bersama Meningkatkan Ketahanan Kesehatan Nasional" Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam berdasarkan fakta dan perkembangan bisnis PT Pertamina Bina Medika IHC sepanjang 2023 serta masa depan keberlanjutan bisnis PT Pertamina Bina Medika IHC.

Tujuan utama penyusunan Laporan Tahunan ini adalah untuk meningkatkan keterbukaan informasi Perseroan kepada Pemegang Saham serta membangun pemahaman dan kepercayaan seluruh Pemangku Kepentingan kepada Perseroan.

Laporan Tahunan PT Pertamina Bina Medika IHC disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Dalam hal terdapat ketidaksesuaian antara, atau jika terdapat perbedaan dalam penafsiran versi Bahasa Indonesia dan Bahasa Inggris, maka versi Indonesia adalah yang berlaku.

Perseroan juga mempublikasikan Laporan Keberlanjutan tahun 2023 yang merupakan bagian tidak terpisah dari Laporan Tahunan ini. Seluruh informasi pada kedua laporan tersebut disajikan secara bilingual, yaitu dalam bahasa Indonesia dan bahasa Inggris, dengan menggunakan jenis dan ukuran huruf yang mudah dibaca.

The Annual Report of PT Pertamina Bina Medika IHC is prepared with the theme "Together Improving National Health Security" This theme was chosen based on in-depth analysis and study based on facts and business developments of PT Pertamina Bina Medika IHC throughout 2023 as well as the future sustainability of PT Pertamina Bina Medika IHC's business.

The main objective of preparing this Annual Report is to increase the disclosure of Company information to Shareholders and build understanding and trust of all Stakeholders in the Company.

The Annual Report of PT Pertamina Bina Medika IHC is presented in two languages, namely Indonesian and English using a type and size of letters that are easy to read and printed with good quality. In the event that there is a discrepancy between, or if there is a difference in the interpretation of the Indonesian and English versions, the Indonesian version shall prevail.

The Company also publishes the 2023 Sustainability Report which is an inseparable part of this Annual Report. All information in both reports is presented bilingually, namely in Indonesian and English, using easy-to-read font types and sizes.

# Penjelasan Tema
## Theme Explanation

Tahun 2023 merupakan tahun penguatan sinergi, strategi, dan pengembangan inovasi dalam upaya PT Pertamina Bina Medika IHC mendukung program transformasi sistem kesehatan yang dicanangkan oleh Pemerintah Indonesia melalui Undang-Undang Kesehatan Nomor 17 tentang Kesehatan. Undang-undang ini merupakan landasan untuk melakukan berbagai upaya percepatan dalam menjalankan transformasi kesehatan melalui 6 pilar, yaitu transformasi layanan primer, layanan rujukan, sistem ketahanan kesehatan, sistem pembiayaan kesehatan, SDM kesehatan, dan teknologi kesehatan.

Undang-undang ini juga sekaligus menjadi tonggak penting dalam reformasi sektor kesehatan Indonesia yang secara khusus menetapkan tujuan untuk meningkatkan akses dan pemerataan pelayanan kesehatan bagi seluruh penduduk, tanpa memandang status sosial, ekonomi, atau geografis. Amanah dan nilai-nilai yang terkandung dalam Undang-Undang No. 17 tahun 2023 tentang Kesehatan tersebut, sejalan dengan latar belakang pembentukan *Holding* Rumah Sakit BUMN, dimana Pertamedika IHC ditunjuk untuk mengemban amanah sebagai Holding.

Sebagai pemegang *Holding* RS BUMN, Perseroan berupaya menjalan tugas dan tanggung jawab tersebut sambil terus berfokus pada pertumbuhan usaha dengan mengimplementasikan prinsip-prinsip Tata Kelola Perusahaan ke dalam kegiatan usaha Perseroan. Perseroan optimistis dapat tumbuh dan berkembang serta memberikan nilai tambah bagi segenap Pemangku Kepentingan secara berkelanjutan.

2023 was the year of strengthening synergy, strategy and innovation development in PT Pertamina Bina Medika IHC's efforts to support the health system transformation program launched by the Indonesian Government through Health Law Number 17 concerning Health. This law is the basis for carrying out various accelerated efforts in carrying out health transformation through 6 pillars, namely transformation of primary services, referral services, health resilience systems, health financing systems, health human resources and health technology.

This law is also an important milestone in Indonesia's health sector reform which specifically sets the goal of increasing access and equal distribution of health services for the entire population, regardless of social, economic or geographic status. The mandate and values contained in Law No. 17 of 2023 concerning Health, is in line with the background to the formation of the BUMN Hospital Holding, which Pertamedika IHC was appointed to carry out the mandate as the Holding.

As the holder of the BUMN Hospital Holding, the Company strives to carry out these duties and responsibilities while continuing to focus on business growth by integrating the principles of Corporate Governance into the forefront of the Company's operational activities. The company is optimistic that it can grow and develop and provide added value to all stakeholders in a sustainable manner.

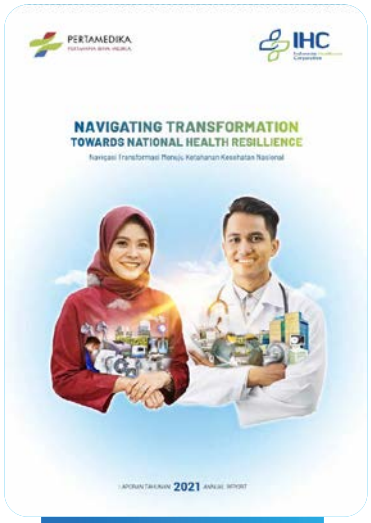
# Kesinambungan Tema
## Theme Continuity

2020

### Mengubah Lebih Baik, Memberikan Lebih Besar
Transforming Better, Delivering Greater

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

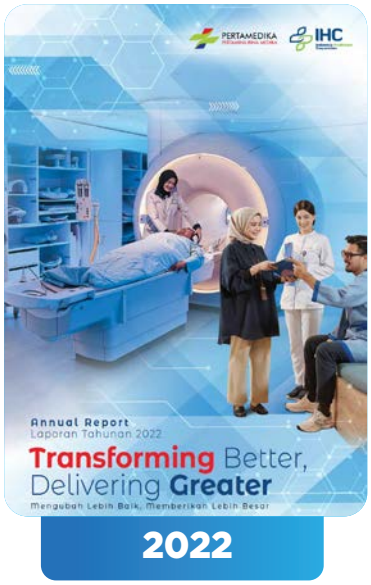



2021

### Navigasi Transformasi menuju Ketahanan Kesehatan Nasional
Navigating Transformation towards National Health Resilience

Untuk menyelaraskan kinerja Pertamedika IHC dengan Visi Perusahaan yaitu "Membangun Korporasi Kesehatan Indonesia untuk Mewujudkan Ketahanan Kesehatan Nasional" dan arahan pemerintah untuk menjadi *Holding* Rumah Sakit Badan Usaha Milik Negara (RS BUMN), Perseroan telah menyusun beberapa strategi usaha yang diterapkan dalam pelaksanaan aktivitas operasional selama tahun 2021, yang meliputi 5 pilar yang berfokus untuk melakukan 5 strategi kunci, yaitu Kualitas dan keunggulan layanan dan standarisasi, Percepatan pendapatan dan perluasan jaringan, Operasi lean, Sinergi *supply chain*, Transformasi yang didukung teknologi yang didukung oleh strategi pendukung antara lain pengembangan kapabilitas dan *pipeline talenta*, pengaturan *transformation office* yang ketat pendirian Institut Kesehatan Indonesia, *Change Management* dan *Change story* yang jelas, *technology backbone* dan IPO (*Initial Public Offering*).

To align the performance of Pertamedika IHC with the Company's vision, namely "Developing an Indonesian Health care Corporation in order to Achieve National Health Security" and the government's direction to become a Holding Hospital for State-Owned Enterprises (RS BUMN), the Company has prepared several business strategies that are implemented in the implementation of operational activities during 2021, which includes 5 pillars that focus on implementing 5 key strategies, namely Quality and service excellence and standardization, Revenue acceleration and network expansion, Lean operations, Supply chain synergy, Technology-based transformation maintained by supporting strategies including capability development and talent pipeline, strict transformation office arrangements, establishment of the Indonesian Health Institute, clear Change Management and Change story, technology backbone and IPO (Initial Public Offering).

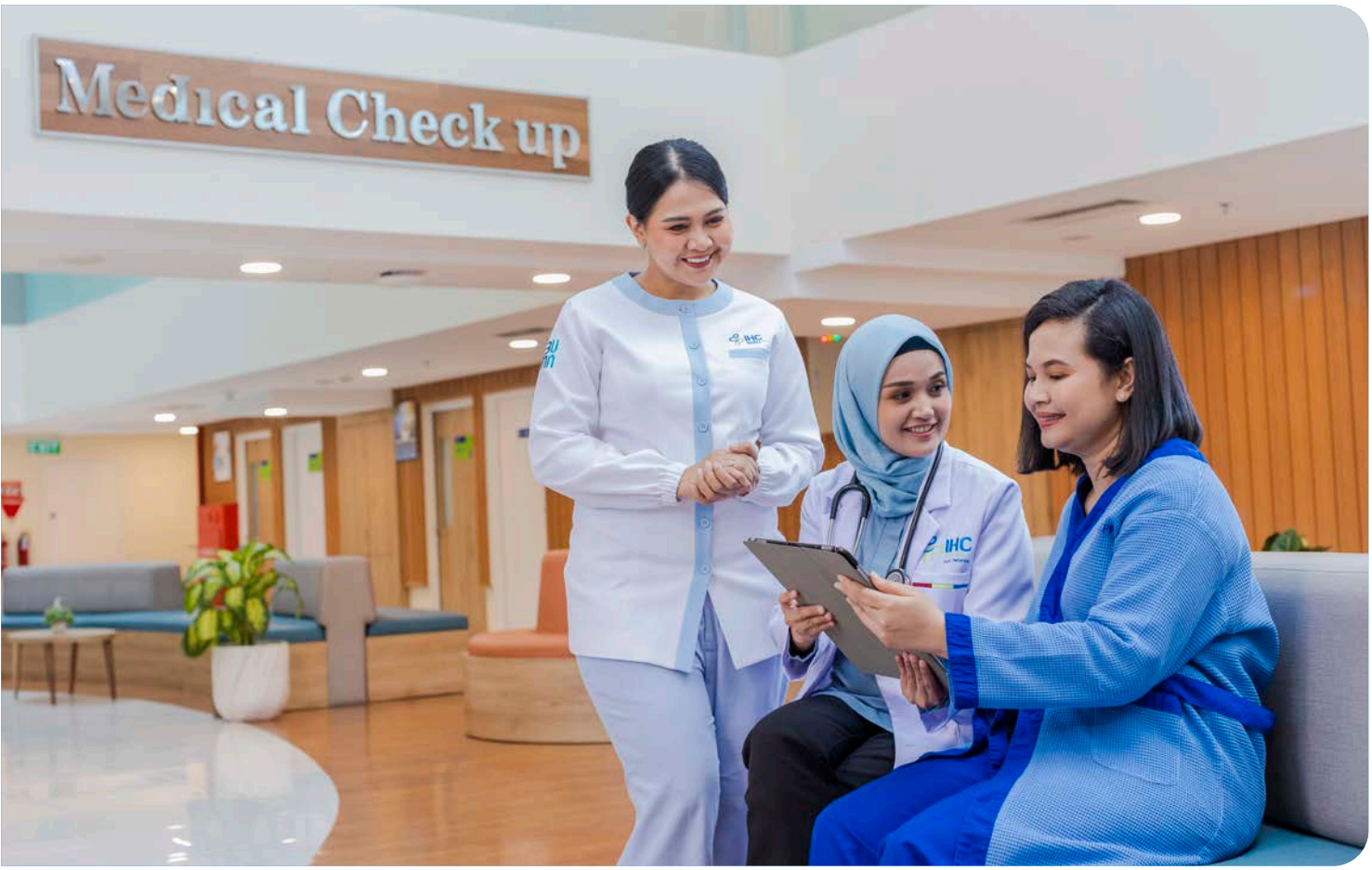



## Berjuang untuk Bertahan dalam Atmosfer yang Menantang

Striving to Survive in Challenging Atmosphere

Industri kesehatan dalam negeri masih memiliki tantangan yang signifikan dalam rangka memenuhi kebutuhan layanan kesehatan sekaligus mewujudkan ketahanan kesehatan nasional. Berkaitan dengan hal tersebut, kami selaku jajaran Direksi dan Manajemen Perseroan telah mengidentifikasi 6 (enam) tantangan utama yang dihadapi oleh sektor layanan kesehatan di Indonesia beserta upaya tindak lanjutnya. Untuk mengatasi tantangan tersebut, Menteri BUMN RI berinisiatif membentuk *Holding* RS BUMN agar RS BUMN terintegrasi dan memiliki standar layanan kesehatan yang sama dan menunjuk PT Pertamedika IHC sebagai *Holding* RS BUMN melalui Surat Menteri BUMN Republik Indonesia No. S-736/MBU/12/2016 tanggal 21 Desember 2016 sebagai *holding* Rumah Sakit BUMN.

The domestic health industry still faces significant challenges in fulfilling the need for health services while at the same time realizing national health resilience. In this regard, as the Board of Directors and Company Management, we have identified 6 (six) main challenges faced by the healthcare sector in Indonesia and their follow-up efforts. To overcome this, the SOE Minister of Indonesia took the initiative to establish SOE Hospital Holding so that SOE Hospital is integrated and has equal health service standards and appointed PT Pertamedika IHC as SOE Holding Hospital through the Letter of the Minister of SOE of the Republic of Indonesia No. S-736/MBU/12/2016 dated December 21, 2016 as the holding for SOE Hospital.



# Sekilas Pertamedika IHC

## Pertamedika Ihc at A Glance

### Jaringan Usaha
Business Network

1 Kantor Pusat/Head Office
16 Unit Usaha/Business Units
10 Anak Perusahaan/Subsidiaries
36 Rumah Sakit/Hospitals
68 Klinik/Clinics

### Pemegang Saham
Shareholders

- PT Pertamina (Persero): 81,11%
- PT Pelabuhan Indonesia (Persero): 6,00%
- PT Perkebunan Nusantara I: 9,30%
- PT Timah Tbk: 1,78%
- PT Krakatau Steel (Persero): 0,75%
- PT Krakatau Sarana Infrastruktur: 0,61%
- PT Krakatau Bandar Samudra: 0,44%
- PT Pertamina Pedeve Indonesia: 0,01%

### Jumlah Pekerja
Total Employees

**15.549 orang**

| | | | | | |
|---|---|---|---|---|---|
| **2023** | Laki-laki | 5.999 | **2022** | Laki-laki | 5.769 |
| | Perempuan | 9.550 | | Perempuan | 9.047 |

### Tenaga Medis
Medical personnel

| | | | | |
|---|---|---|---|---|
| **2023** | Dokter Gigi/Dentist | 67 | Perawat & Bidan/Nurses & Midwives | 7135 |
| | Dokter Umum/General Physician | 1063 | Non Medis/Non Medical | 2898 |
| | Dokter Spesialis/Specialist Doctor | 1589 | Penunjang Medis/Medical Support | 2504 |
| **2022** | Dokter Gigi/Dentist | 63 | Perawat & Bidan/Nurses & Midwives | 6762 |
| | Dokter Umum/General Physician | 1041 | Non Medis/Non Medical | 2476 |
| | Dokter Spesialis/Specialist Doctor | 1388 | Penunjang Medis/Medical Support | 2769 |

# Kilas Kinerja 2023
## 2023 Performance Highlight

### Jumlah Tempat Tidur
Number of Beds

1,21% (YOY)

| 2023 | 2022 |
|---|---|
| 4.691 | 4.635 |

### Jumlah Kunjungan Rawat Inap
Number of Inpatient Visits

17,37% (YOY)

| 2023 | 2022 |
|---|---|
| 381.622 | 325.142 |

### Kunjungan Rawat Jalan
Number of Outpatient Visits

10,70% (YOY)

| 2023 | 2022 |
|---|---|
| 5.576.597 | 5.037.653 |

### Jumlah Kunjungan Penunjang Medis
Number of Medical Support Visits

25,51% (YOY)

| 2023 | 2022 |
|---|---|
| 16,741,953 | 15,805,953 |

### Bed Occumpancy Rate (BOR)

9,63% (YOY)

| 2023 | 2022 |
|---|---|
| 70,6% | 64,4% |

### Jumlah Kelahiran
Number of Births

36,61% (YOY)

| 2023 | 2022 |
|---|---|
| 17.906 | 13.11 |

### Tindakan Operasi
Operation Action

19,20% (YOY)

| 2023 | 2022 |
|---|---|
| 105.509 | 88.515 |

### Farmasi (Lembar Per Resep)
Pharmacy (Sheets Per Recipe)

0,48% (YOY)

| 2023 | 2022 |
|---|---|
| 6.824.946 | 6.792.636 |

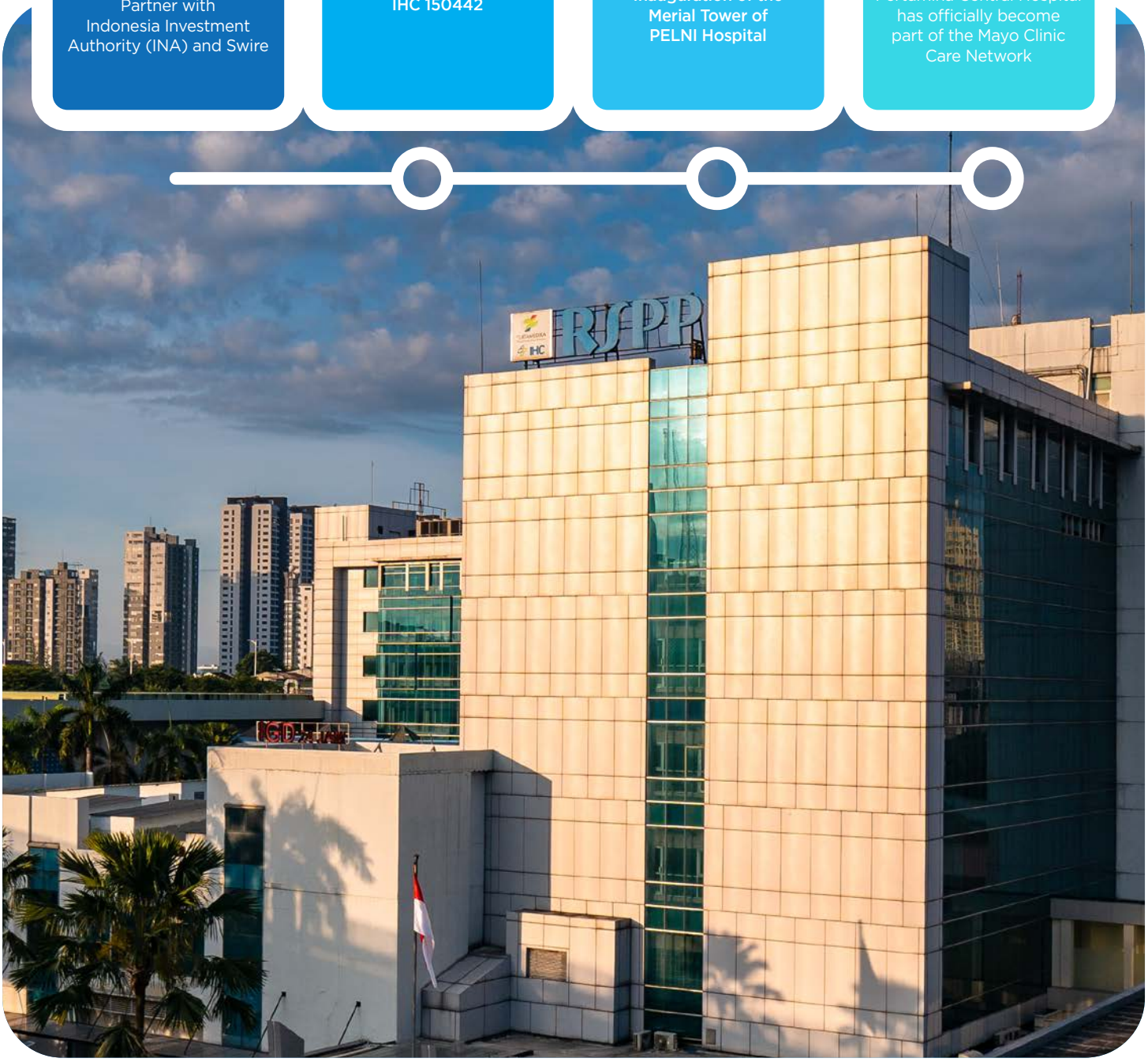
# Jejak Langkah 2023
## Milestone 2023

**Bermitra dengan Indonesia Investment uthority (INA) dan Swire**
Partner with Indonesia Investment Authority (INA) and Swire

***Launching Call Center***
IHC 150442

**Peresmian Merial Tower RS PELNI**
**Inauguration of the Merial Tower of PELNI Hospital**

**RS Pusat Pertamina resmi menjadi bagian Mayo Clinic Care Network**
Pertamina Central Hospital has officially become part of the Mayo Clinic Care Network



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HOSPITAL

# 1

# Ikhtisar Kinerja

## Performance Highlight

**Memberikan yang terbaik dengan sepenuh hati demi kenyamanan dan kesembuhan pasien, menjadi landasan bagi tenaga medis Pertamedika IHC.**
Providing the best wholeheartedly for the comfort and recovery of patients, is the foundation for Pertamedika IHC medical personnel.

# Ikhtisar Data Keuangan Penting
## Key Financial Highlights

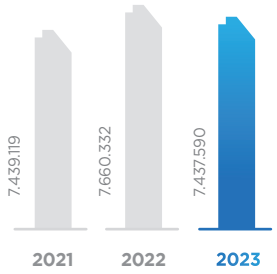
## Laporan Posisi Keuangan
## Statements of Financial Position

**(dalam Jutaan Rupiah)**
(in mAillion Rp)

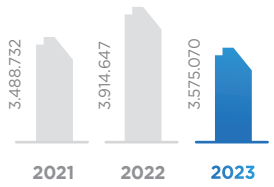
| Uraian<br>Description | 2023 | 2022 | 2021* |
|---|---|---|---|
| **Aset Lancar**<br>Current assets | 2.845.947 | 3.117.601 | 4.388.690 |
| **Aset Tidak Lancar**<br>Non-Current Assets | 4.591.643 | 4.542.731 | 3.050.429 |
| **Total Aset**<br>Total Assets | 7.437.590 | 7.660.332 | 7.439.119 |
| **Liabilitas Jangka Pendek**<br>Current liabilities | 1.848.119 | 1.937.943 | 2.437.005 |
| **Liabilitas Jangka Panjang**<br>Non-Current Liabilities | 1.640.613 | 1.976.704 | 1.138.065 |
| **Total Liabilitas**<br>Total Liabilities | 3.488.732 | 3.914.647 | 3.575.070 |
| **Total Ekuitas**<br>Total Equity | 3.948.858 | 3.745.685 | 3.864.049 |
| **Total Liabilitas dan Ekuitas**<br>Total Liabilities and Equities | 7.437.590 | 7.660.332 | 7.439.119 |

*** disajikan Kembali**
*restated

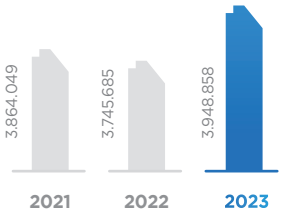
**Total Aset** (Rp-Juta)
Total Assets (Rp-Million)




**Total Liabilitas** (Rp-Juta)
Total Liabilities (Rp-Million)




**Total Ekuitas** (Rp-Juta)
Total Equity (Rp-Million)




## Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain

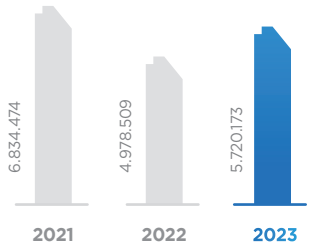
## Statement of Profit (Loss) and Other Comprehensive Income

**(dalam Jutaan Rupiah)**
(in mAillion Rp)

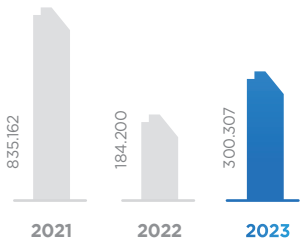
| Uraian<br>Description | 2023 | 2022 | 2021* |
|---|---|---|---|
| **Pendapatan**<br>Revenues | 5.720.173 | 4.978.509 | 6.834.474 |
| **Beban Operasi**<br>Operating Expenses | (5.451.212) | (5.047.353) | (5.807.982) |
| **Laba (Rugi) Bruto**<br>Gross Profit (Loss) | 268.961 | (68.844) | 1.026.492 |
| **Pendapatan Keuangan**<br>Financial Income | 36.360 | 51.376 | 34.298 |
| **Pendapatan Lain-lain, Neto**<br>Other Income, Net | 90.781 | 270.050 | (13.704) |
| **Laba (Rugi) Sebelum Beban Pajak Penghasilan**<br>Profit (Loss) Before Income Tax Expense | 396.102 | 252.582 | 1.047.086 |
| **Beban Pajak Penghasilan**<br>Income Tax Expense | (95.307) | (68.382) | (211.924) |
| **Laba (Rugi) Tahun Berjalan**<br>Profit (Loss) for the year | 300.307 | 184.200 | 835.162 |
| **Total Penghasilan Komprehensif Lain**<br>Total Other Comprehensive Income | 285.346 | 200.320 | 920.811 |
| **Laba tahun berjalan yang dapat diatribusikan kepada:**<br>Profit for the year attributable to: | | | |
| **Kepemilikan Entitas Induk**<br>Owners of parent entity | 185.007 | 110.445 | 683.529 |
| **Kepentingan Non-pengendali**<br>Non-controlling interests | 115.788 | 73.755 | 151.633 |
| **Total penghasilan komprehensif diatribusikan kepada:**<br>Total comprehensive income attributable to: | | | |
| **Kepemilikan Entitas Induk**<br>Owners of parent entity | 178.740 | 118.936 | 741.405 |
| **Kepentingan Non-pengendali**<br>Non-controlling interests | 106.606 | 81.384 | 179.406 |

*** disajikan Kembali**
*restated

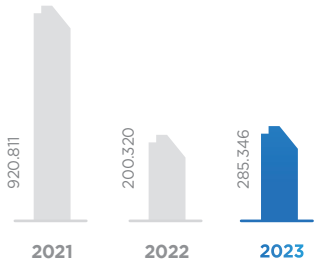
**Pendapatan** (Rp-Juta)
Revenues (Rp-Million)




**Laba (Rugi) Tahun Berjalan** (Rp-Juta)
Profit (Loss) for The Year (Rp-Million)




**Total Penghasilan Komprehensif Lain** (Rp-Juta)
Total Other Comprehensive Income (Rp-Million)




## Laporan Arus Kas

## Statements of Cash Flows

**(dalam Jutaan Rupiah)**
(in Million Rp)

| **Uraian**<br>Description | **2023** | **2022** | **2021** |
|---|---|---|---|
| **Arus Kas dari Aktivitas Operasi**<br>Cash Flow from Operating Activities | **293.593** | **101.694** | **1.843.283** |
| **Arus Kas dari Aktivitas Investasi**<br>Cash Flows from Investing Activities | **(308.187)** | **(1.426.085)** | **(294.801)** |
| **Arus Kas dari Aktivitas Pendanaan**<br>Cash flow from financing activities | **(379.740)** | **306.023** | **(86.100)** |
| **Kas dan Setara Kas pada Awal Tahun**<br>Cash and Cash Equivalents at the Beginning of the Year | **1.673.308** | **2.691.676** | **1.229.294** |
| **Kas dan Setara Kas pada Akhir Tahun**<br>Cash and Cash Equivalents at End of the Year | **1.278.974** | **1.673.308** | **2.691.676** |

## Rasio Keuangan

## Financial Ratios

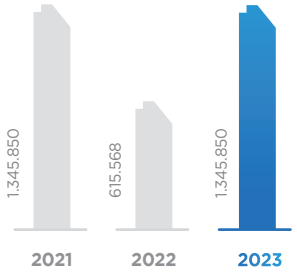
**(dalam Jutaan Rupiah)**
(in Million Rp)

| **Uraian**<br>Description | **Satuan**<br>Unit | **2023** | **2022** | **2021** |
|---|---|---|---|---|
| **Rasio Laba (Rugi) terhadap Jumlah Aset (ROA)**<br>Return on Assets (ROA) Ratio | % | **4,04%** | **2,40%** | **11,23%** |
| **Rasio Laba (Rugi) terhadap Ekuitas (ROE)**<br>Return on Equity (ROE) Ratio | % | **7,62%** | **4,92%** | **21,61%** |
| **Rasio Laba (Rugi) terhadap Pendapatan/Penjualan**<br>Profit (Loss) to Revenue/Sales Ratio | % | **4,70%** | **-1,38%** | **15,02%** |
| **Rasio Liabilitas terhadap Ekuitas**<br>Debt to Equity Ratio | % | **88,35%** | **104,51%** | **92,52%** |
| **Rasio Liabilitas terhadap Jumlah Aset**<br>Debt to Assets Ratio | % | **46,9%** | **51,1%** | **48,1%** |
| **EBITDA** | **Rp-Juta** | **1.345.850** | **615.568** | **1.345.850** |
| **Imbalan Kepada Pemegang Saham**<br>Return to Shareholders | % | | **5,55** | **27,24** |
| **Imbalan Investasi**<br>Return on Investment | % | | **3,76** | **18,38** |

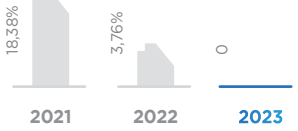
**(dalam Jutaan Rupiah)**
(in Million Rp)

| Uraian<br>Description | Satuan<br>Unit | 2023 | 2022 | 2021 |
|---|---|---|---|---|
| **Margin Laba Operasi**<br>Operating Profit Margin | % | 4,70% | (1,38%) | 15,02% |
| **Margin EBITDA**<br>EBITDA Margin | % | 23,53% | 12,83% | 21,25% |
| **Margin Laba Bersih**<br>Net Profit Margin | | 5,26% | 3,70% | 10,00% |
| **Rasio Kas**<br>Cash Ratio | % | 69,20% | 86,34% | 110,45% |
| **Rasio Lancar**<br>Current Ratio | % | 153,99% | 160,87% | 180,09% |
| **Perputaran Piutang**<br>Receivables Turnover | **Hari**<br>Day | 53,23 | 58,44 | 50,05 |
| **Perputaran Persediaan**<br>Inventory Turnover | **Hari**<br>Day | 5,50 | 6,12 | 5,39 |
| **Rasio Perputaran Total Aset**<br>Total Asset Turnover | % | 77,4% | 73,2% | 94,3% |
| **Ekuitas Terhadap Total Aset**<br>Equity to Total Assets | % | 53,09% | 48,90% | 51,94% |

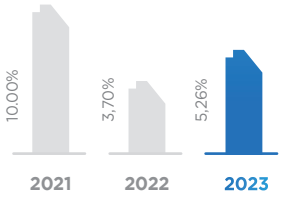
**EBITDA** (Rp-Juta)
(Rp-Million)



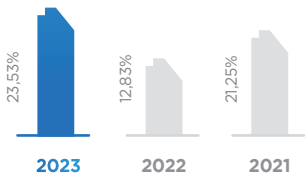

**Imbal Investasi** (%)
Return on Investment (%)



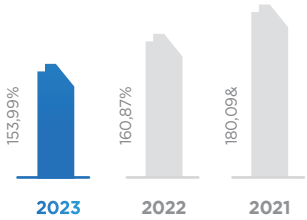

**Margin Laba Bersih** (%)
Net Profit Margin (%)




**Margin EBITDA** (%)
EBITDA Margin (%)




**Rasio Lancar** (%)
Current Ratio (%)

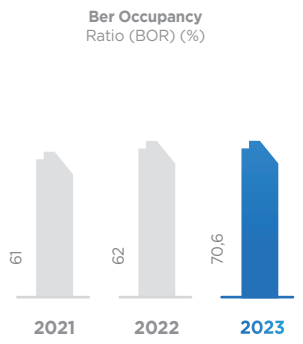


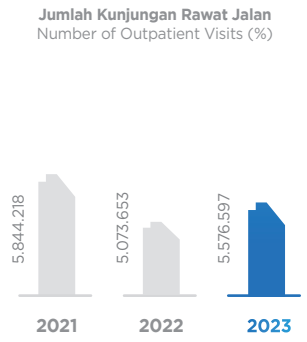

## Ikhtisar Operasional

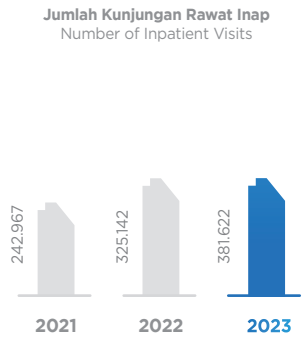
## Operational Highlights

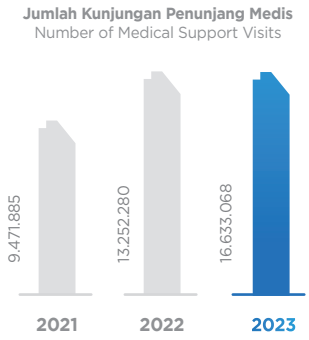
| Uraian<br>Description | 2023 | 2022 | 2021 |
|---|---|---|---|
| **Rawat Inap**<br>Inpatient | | | |
| **Jumlah Tempat Tidur**<br>Number of Beds | 4.691 | 4.635 | 4.549 |
| **Jumlah Hari Perawatan**<br>Number of Treatment Days | 1.209.729 | 1.049.019 | 1.012.001 |
| ***Bed Occupancy Ratio* (BOR)** | 70,6% | 62% | 61% |
| ***Bed Turn Over* (BTO)** | 81.4x | 70,7x | 51,3x |
| ***Turn Over Internal* (TOI)** | 1,3 hari | 4,2 hari | 2,8 hari |

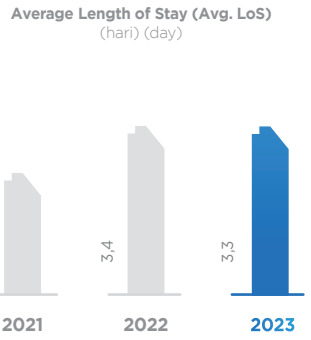
| Uraian<br>Description | 2023 | 2022 | 2021 |
|---|---|---|---|
| **Rawat Inap**<br>Inpatient | | | |
| ***Average Length of Stay* (Avg. LoS)** | 3,3 hari | 3,4 hari | 4,7 hari |
| **Jumlah Kunjungan Rawat Inap**<br>Number of Inpatient Visits | 381.622 | 325.142 | 242.967 |
| **Kunjungan Rawat Inap Pihak Ketiga**<br>Number of Third-Party Inpatient Visits | 126.507 | 5.462 | 32.382 |
| **Rawat Jalan**<br>Outpatient | | | |
| **Jumlah Kunjungan Rawat Jalan**<br>Number of Outpatient Visits | 5.576.597 | 5.073.653 | 5.844.218 |
| **Kunjungan Rawat Jalan Pihak Ketiga**<br>Number of Third-Party Outpatient Visits | 1.491.439 | 1.816.712 | 2.676.900 |
| **Penunjang Medis**<br>Medical Support | | | |
| **Jumlah Kunjungan Penunjang Medis**<br>Number of Medical Support Visits | 16.633.068 | 13.252.280 | 9.471.885 |




## IKHTISAR SAHAM

Per 31 Desember 2023, Perseroan belum mencatatkan saham di bursa efek manapun, sehingga informasi mengenai saham tidak relevan untuk diungkapkan.

## SHARES HIGHLIGHTS

As of December 31, 2023, the Company has not listed its shares on any stock exchange, so information regarding shares is not relevant to disclose.

## AKSI KORPORASI

Sepanjang tahun 2023 dan 2022, Perseroan tidak melakukan aksi korporasi seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus dan perubahan nilai nominal saham. Perseroan juga tidak melakukan penerbitan Obligasi/Sukuk baru.

## CORPORATE ACTIONS

Throughout 2023 and 2022, the Company does not carry out corporate actions such as stock splits, reverse stock, stock dividends, bonus shares and changes in the nominal value of shares. The company also does not issue new bonds/sukuk.

# Ikhtisar Obligasi dan Sukuk atau Obligasi Konversi

## Bond and Sukuk or Convertible Bond Highlights

Per 31 Desember 2023, Perseroan belum mencatatkan efek selain saham di bursa efek manapun, sehingga informasi mengenai pencatatan efek lainnya tidak relevan untuk diungkapkan.

As of December 31, 2023, the Company has not listed securities other than shares on any stock exchange, so information regarding the listing of other securities is not relevant to disclose.

# Informasi Sumber Pendanaan Lainnya

## Information on Other Funding Sources

Per 31 Desember 2023, Perseroan tidak menerbitkan t (MTN) atau pendanaan berbentuk utang lainnya. namun secara konsolidasi perusahaan memiliki Utang Jangka Panjang (Long Term Loan) dan Utang Jangka Pendek (Short Term Loan)

As of December 31, 2023, the Company did not issue Medium Term Notes (MTN) or other forms of debt funding. On a consolidated basis, the company has Long Term Loans and Short Term Loans.

# Penghargaan dan Sertifikasi
## Awards and Certifications

### Penghargaan di Tahun 2023

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 30 Desember 2023**<br>Jakarta, December 30, 2023 |
| **Nama Penghargaan**<br>Award Name | ***4th & 5th Excellent Role Model of Living Core Values* AKHLAK Pertamina** |
| **Penyelenggara**<br>Organizer | **PT Pertamina (Persero)** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 11 Oktober 2023**<br>Jakarta, October 11, 2023 |
| **Nama Penghargaan**<br>Award Name | ***Best Implementation of Synergy for AP Portfolio Co as Customer & Best Implementation of Synergy for Value Creation in AP Portfolio Co - Pertamina AP Services Day*** |
| **Penyelenggara**<br>Organizer | **PT Pertamina (Persero)** |

### Awards in 2023

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 13 April 2023**<br>Jakarta, April 13, 2023 |
| **Nama Penghargaan**<br>Award Name | **Apresiasi Katadata.co.id kepada Pertamedika IHC atas Peran Terhadap Penangan Kasus COVID-19 di Indonesia**<br>Katadata.co.id's appreciation to Pertamedika IHC for its role in handling COVID-19 cases in Indonesia |
| **Penyelenggara**<br>Organizer | **Katadata.co.id** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 24 Desember 2023**<br>Jakarta, December 24, 2023 |
| **Nama Penghargaan**<br>Award Name | **Pertamedika IHC Pecahkan Rekor Dunia Deteksi Dini Kanker Serviks Hingga 2.023 Peserta**<br>Pertamedika IHC Breaks World Record for Early Detection of Cervical Cancer with 2,023 Participants |
| **Penyelenggara**<br>Organizer | **MURI** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 25 Mei 2023**<br>Jakarta, May 25, 2023 |
| **Nama Penghargaan**<br>Award Name | **Pertamedika IHC raih penghargaan sebagai Provider Rumah Sakit Terbaik Pertalife Insurance**<br>Pertamedika IHC won the award as the Best Hospital Provider for Pertalife Insurance |
| **Penyelenggara**<br>Organizer | **Pertalife Insurance** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 27 Juni 2023**<br>Jakarta, June 27, 2023 |
| **Nama Penghargaan**<br>Award Name | **Penghargaan Dirut IHC *"Indonesia Most Powerful Women Business Leader 2023"* dan *"Outstanding Performance & Achievement in Business Leader***<br>IHC Managing Director Award "Indonesia Most Powerful Women Business Leader 2023" and "Outstanding Performance & Achievement in Business Leader |
| **Penyelenggara**<br>Organizer | **PT Pertamina (Persero)** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 22 November 2023**<br>Jakarta, November 22, 2023 |
| **Nama Penghargaan**<br>Award Name | **Perwira Pertamedika IHC menerima apresiasi dalam implementasi *Core Values* AKHLAK di acara Pertamina AKHLAK Festival**<br>Pertamedika IHC officers receive appreciation for implementing AKHLAK Core Values at the Pertamina AKHLAK Festival |
| **Penyelenggara**<br>Organizer | **PT Pertamina (Persero)** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 21 Juni 2023**<br>Jakarta, June |
| **Nama Penghargaan**<br>Award Name | ***A - The Best Brand Guardian Team - Indonesia Brand Guardian Championship 2023, Predicate Excellent*** |
| **Penyelenggara**<br>Organizer | **SWA Media Group** |

| | |
|---|---|
| **Tanggal Perolehan**<br>Date of Acquisition | **Jakarta, 19 Desember 2023**<br>Jakarta, December 19, 2023 |
| **Nama Penghargaan**<br>Award Name | ***A - The Best Brand Guardian Team - Indonesia Brand Guardian Championship 2023, Predicate Excellent*** |
| **Penyelenggara**<br>Organizer | **SWA Media Group** |

## Sertifikasi yang Masih Berlaku di Tahun 2023
Certifications Still Valid in 2023

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **19 Desember 2023**<br>December 19, 2023 |
| **Jenis Sertifikat**<br>Certification Type | **9001:2015** |
| **Dikeluarkan Oleh**<br>Issued by | **WQA** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **19 Desember 2024**<br>December 19, 2024 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **19 Desember 2023**<br>December 19, 2023 |
| **Jenis Sertifikat**<br>Certification Type | **45001:2018** |
| **Dikeluarkan Oleh**<br>Issued by | **WQA** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **19 Desember 2024**<br>December 19, 2024 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **19 Desember 2023**<br>December 19, 2023 |
| **Jenis Sertifikat**<br>Certification Type | **14001:2015** |
| **Dikeluarkan Oleh**<br>Issued by | **WQA** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **19 Desember 2024**<br>December 19, 2024 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **30 Agustus 2021**<br>August 30, 2021 |
| **Jenis Sertifikat**<br>Certification Type | **37001:2016** |
| **Dikeluarkan Oleh**<br>Issued by | **bsi** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **29 Agustus 2024**<br>August 29, 2024 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **14 November 2024**<br>November 14, 2024 |
| **Jenis Sertifikat**<br>Certification Type | **9001:2015** |
| **Dikeluarkan Oleh**<br>Issued by | **WQA** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **14 November 2025**<br>November 14, 2025 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi**<br>Certification Issuance Date | **13 Oktober 2023**<br>October 13, 2023 |
| **Jenis Sertifikat**<br>Certification Type | **9001:2015** |
| **Dikeluarkan Oleh**<br>Issued by | **WQA** |
| **Masa Berlaku Hingga**<br>IValidity Period Until | **13 Oktober 2024**<br>October 13, 2024 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi** Certification Issuance Date | **2 November 2023** November 2, 2023 |
| **Jenis Sertifikat** Certification Type | **45001:2018** |
| **Dikeluarkan Oleh** Issued by | **Fore Front** |
| **Masa Berlaku Hingga** IValidity Period Until | **21 November 2023** November 1, 2023 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi** Certification Issuance Date | **3 November 2023** November 3, 2023 |
| **Jenis Sertifikat** Certification Type | **14001:2015** |
| **Dikeluarkan Oleh** Issued by | **Fore Front** |
| **Masa Berlaku Hingga** IValidity Period Until | **2 November 2023** November 2, 2023 |

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi** Certification Issuance Date | **4 November 2023** November 4, 2023 |
| **Jenis Sertifikat** Certification Type | **9001:2015** |
| **Dikeluarkan Oleh** Issued by | **Fore Front** |
| **Masa Berlaku Hingga** IValidity Period Until | **3 November 2024** November 3, 2024 |

Certificate of Registration

RS. Pelabuhan Jakarta

ISO 9001:2015

| | |
|---|---|
| **Tanggal Dikeluarkannya Sertifikasi** Certification Issuance Date | **15 Januari 2024** anuary 15, 2024 |
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# Peristiwa Penting
## Event Highlights

Jakarta, 6 Januari 2023
Jakarta, January 6, 2023

### Peresmian 3 (tiga) Fasilitas Baru RSPP
Inauguration of 3 (three) New RSPP Facilities

Guna meningkatkan kenyamanan masyarakat dalam layanan kesehatan, RSPP meresmikan 3 (tiga) fasilitas baru yaitu *Radioterapi Linac Accelerator* Elekta Versa HD, area baru *MCU One Stop Service*, dan *Dental Aesthetic Clinic* dengan "*Executive Clinic*". Peresmian tiga fasilitas tersebut sekaligus menandai hari jadi ke-51 RSPP, Jumat, 6 Januari 2023. Penambahan fasilitas ini akan memberikan *patient experience* yang lebih baik kepada masyarakat.
In order to improve public comfort in health services, RSPP inaugurated 3 (three) new facilities, namely the Elekta Versa HD Linac Accelerator Radiotherapy, a new MCU One Stop Service area, and a Dental Aesthetic Clinic with the "Executive Clinic". The inauguration of these three facilities also marks the 51st anniversary of RSPP, Friday, January 6, 2023. The addition of these facilities will provide a better patient experience for the community

Jakarta, 26 Januari 2023
Jakarta, January 26, 2023

### RS Pertamina Pusat menjadi Bagian MCCN
Pertamina Central Hospital becomes part of MCCN

Pertamedika IHC mengumumkan sinergi RS Pusat Pertamina (RSPP) dengan Mayo Clinic Care Network (MCCN), sebuah organisasi kesehatan dunia pada 26 Januari 2023. Melalui sinergi ini, RSPP resmi menjadi bagian sekaligus member MCCN pertama dari Indonesia sekaligus akan memperoleh akses berbagi pengetahuan dan keahlian dari tim MCCN.
Pertamedika IHC announced the synergy of Pertamina Central Hospital (RSPP) with the Mayo Clinic Care Network (MCCN), a world health organization on January 26, 2023. Through this synergy, RSPP officially becomes part and member of the first MCCN from Indonesia and also gain access to share knowledge and expertise from the MCCN team.

Jember, 2 Februari 2023
Jember, February 2, 2023

### Peresmian Gedung Senior Living RSU Bhakti Husada Krikilan dan Gedung Rawat Inap Extension 3 Lantai RSU Kaliwates
Inauguration of the Senior Living Building at RSU Bhakti Husada Krikilan and the 3 Floor Inpatient Extension Building at RSU Kaliwates

Dalam rangka meningkatkan mutu dan layanan di seluruh unit usaha baik rumah sakit maupun klinik, PT Rolas Nusantara Medika pada momen hari jadi yang ke-11 meresmikan Gedung Senior Living RSU Bhakti Husada Krikilan Banyuwangi dan Gedung Rawat Inap Extension 3 Lantai RSU Kaliwates Jember, Kamis, 2 Februari 2023.
In order to improve quality and service in all business units, both hospitals and clinics, PT Rolas Nusantara Medika on its 11th anniversary inaugurated the Senior Living Building at RSU Bhakti Husada Krikilan Banyuwangi and the 3-story Inpatient Extension Building at RSU Kaliwates Jember, Thursday, February 2, 2023.

Kota Langsa, 29 Maret 2023
Langsa City, March 29, 2023

### RS Pertamina Rantau Resmi Terima Layanan BPJS
Pertamina Rantau Hospital Officially Receives BPJS Services

Efektif per 1 April 2023, peserta program Jaminan Kesehatan Nasional (JKN) dapat dilayani di Rumah Sakit Pertamina Rantau salah satu RS anak usaha Pertamedika IHC. Kerja sama antara RS Pertamina Rantau dan BPJS Kesehatan cabang Kota Langsa ditandai dengan penandatanganan Perjanjian Kerja Sama di kantor BPJS Kesehatan Kota Langsa, Rabu, 29 Maret 2023. Melalui komitmen ini, diharapkan menjadi kemudahan aksesibilitas bagi masyarakat terutama di wilayah Rantau untuk memperoleh layanan kesehatan terbaik dan purnakarya dari RS Pertamina Rantau.
Effective on April 1, 2023, National Health Insurance (JKN) program participants can be served at Pertamina Rantau Hospital, one of Pertamedika IHC's subsidiary hospitals. The collaboration between Pertamina Rantau Hospital and BPJS Health Langsa City branch was marked by the signing of a Cooperation Agreement at the BPJS Health Langsa City office, Wednesday, March 29, 2023. Through this commitment, it is hoped that there will be easy accessibility for the community, especially in the Rantau area, to obtain the best health services and retirement from Pertamina Rantau Hospital.

Jakarta, 11 Mei 2023
Jakarta, May 11, 2023

### Peresmian Merial Tower RS PELNI
Inauguration of the Merial Tower of PELNI Hospital

RS PELNI, salah satu jaringan rumah sakit Pertamedika IHC meresmikan Merial Tower yang merupakan fasilitas terbaru dengan keunggulan layanan pengobatan kanker secara terpadu, Kamis, 11 Mei 2023. Berdampingan dengan gedung lama RS PELNI, Merial Tower setinggi 12 lantai ini disiapkan RS PELNI sebagai upaya peningkatan layanan terhadap masyarakat.
PELNI Hospital, one of the Pertamedika IHC hospital networks, inaugurated the Merial Tower, which is the newest facility with excellent integrated cancer treatment services, Thursday, May 11, 2023. Adjacent to the old PELNI Hospital building, the 12-story Merial Tower was prepared by PELNI Hospital as an effort to improve service to society.

Makassar, 14 Juni 2023
Makassar, June 14, 2023

### RSOJ Pertamina Royal Biringkanaya BPJS
RSOJ Pertamina Royal Biringkanaya BPJS

Rumah Sakit Otak dan Jantung (RSOJ) Pertamina Royal Biringkanaya Makassar, resmi menjadi salah satu RS yang dapat melayani peserta BPJS Kesehatan. Hal ini disahkan setelah dilakukan penandatanganan antara RSOJ Pertamina Royal Biringkanaya dengan BPJS Kesehatan Cabang Makassar pada 14 Juni 2023. Peserta program JKN akan mendapatkan pelayanan kesehatan yang baik dan bermutu khususnya otak, saraf dan jantung tanpa diskriminasi.
Pertamina Royal Biringkanaya Makassar Brain and Heart Hospital (RSOJ), has officially become one of the hospitals that can serve BPJS Health participants. This was ratified after a signing between RSOJ Pertamina Royal Biringkanaya and BPJS Health Makassar Branch on June 14, 2023. JKN program participants will receive good and quality health services, especially brain, nerve and heart without discrimination.

Jakarta, 19 Juni 2023
Jakarta, June 19, 2023

### Tim Medis IHC menjadi Tim Medis di Pertandingan Indonesia vs Argentina
The IHC Medical Team was the Medical Team in the Indonesia vs Argentina Match

Pertamedika IHC turut mensukseskan salah satu event penting di Indonesia dengan melibatkan tenaga medis RS IHC dari RS Pusat Pertamina & RS Pertamina Jaya dalam pagelaran "FIFA Matchday Indonesia" kontra juara dunia, Argentina di Stadion GBK, Jakarta, 19 Juni 2023. Di balik megahnya panggung spektakuler pertandingan Sepak Bola Indonesia vs Argentina, ada Tim Medis IHC yang siap menjadi garda terdepan kesehatan menjaga kelancaran setiap momen.
Pertamedika IHC contributed to the success of one of the important events in Indonesia by involving IHC Hospital medical personnel from Pertamina Central Hospital & Pertamina Jaya Hospital in the "FIFA Matchday Indonesia" performance against world champions, Argentina at GBK Stadium, Jakarta, June 19, 2023. Behind the majestic stage In the spectacular Indonesia vs Argentina football match, there is an IHC Medical Team who are ready to be at the forefront of health to ensure the smooth running of every moment.

Kota Depok, 18 Juli 2023
Depok City, July 18, 2023

### Peresmian Klinik Utama Depok
Inauguration of Depok Main Clinic

Pertamedika IHC terus memperluas jaringan layanan kesehatan dengan mengembangkan Klinik Pratama menjadi Klinik Utama Pertamina IHC di Kota Depok. Peresmian dilangsungkan melalui penandatangan perjanjian kerja sama rujukan pasien antara Klinik Pertamina IHC dan RS Universitas Indonesia (RSUI), pada Selasa, 18 Juli 2023. Di klinik ini terdapat penambahan fasilitas poliklinik dan beberapa dokter spesialis diantaranya spesialis penyakit dalam, kesehatan anak, gigi, fisioterapi, dan layanan MCU.
Pertamedika IHC continues to expand its health service network by developing the Pratama Clinic into the Pertamina IHC Main Clinic in Depok City. The inauguration took place through the signing of a patient referral cooperation agreement between the Pertamina IHC Clinic and the University of Indonesia Hospital (RSUI), on Tuesday, July 18 2023. At this clinic there are additional polyclinic facilities and several specialist doctors including specialists in internal medicine, child health, dentistry, physiotherapy , and MCU services.

Jakarta, 1 September 2023
Jakarta, September 1, 2023

### *Launching Call Center* IHC 150442 (2)
Launching Call Center IHC 150442 (2)

Untuk memberikan kemudahan akses informasi kesehatan kepada masyarakat, Pertamedika IHC resmi me*launching* Layanan *Call Center* RS IHC 24 Jam dengan Hotline 150442, Jumat, 1 September 2023. Langkah ini menandai komitmen IHC sebagai *Holding* RS BUMN dalam memberikan akses kesehatan yang lebih inklusif bagi semua kalangan, mengintegrasikan teknologi, dan perhatian medis dalam satu layanan yang saling terkoneksi.
To provide easy access to health information for the public, Pertamedika IHC officially launched the 24-hour IHC Hospital Call Center Service with Hotline 150442, Friday, September 1 2023. This step marks IHC's commitment as a BUMN Hospital Holding in providing more inclusive health access for all groups, integrating technology and medical attention in one connected service

Jakarta, 5 September 2023
Jakarta, September 5, 2023

### Partisipasi Pertamedika IHC pada kegiatan KTT ke-43 ASEAN 2023
Pertamedika IHC's participation in the 43rd ASEAN Summit 2023

KTT ke-43 ASEAN 2023 yang diselenggarakan pada 5 September 2023 di Jakarta, Tim Medis Pertamedika IHC turut mendukung dan sukseskan kegiatan internasional KTT ke-43 ASEAN 2023 di Jakarta, 5 September 2023, dengan menyiapkan sekitar 30 ambulan dan Mini ICU. Sebanyak 16 unit *Ambulance Rescue* disiapkan dari RS IHC Group di berbagai kota di seluruh Indonesia, dan 14 lainnya sinergi *stakeholder* dari *private sector*. Tim medis yang terdiri dari dokter umum, dokter spesialis, dan perawat andal ditugaskan ke 30 titik sesuai area tanggung jawabnya.
The 43rd ASEAN Summit 2023 which was held on September 5, 2023 in Jakarta, the Pertamedika IHC Medical Team helped support and make the international activities of the 43rd ASEAN Summit 2023 a success in Jakarta, September 5, 2023, by preparing around 30 ambulances and a Mini ICU. A total of 16 Ambulance Rescue units were prepared from IHC Group Hospitals in various cities throughout Indonesia, and 14 others were synergized with stakeholders from the private sector. The medical team consisting of general practitioners, specialist doctors and skilled nurses are assigned to 30 points according to their areas of responsibility.

Pangkal Pinang, 21 Oktober 2023
Pangkal Pinang, October 21, 2023

### Energi Kesehatan Untuk Indonesia-Rangkaian Kegiatan dalam rangka HUT IHC ke-26
Health Energy for Indonesia-A Series of Activities in the framework of the 26th IHC Anniversary

Pada puncak rangkaian HUT ke-26, IHC menggelar IHC Medical Forum yang dihadiri para pakar kesehatan, dokter-dokter, dan tenaga medis, Selasa, 24 Oktober 2023. Edukasi dan diskusi yang dibahas diantaranya mengenai Medikolegal sebagai pembekalan antisipasi potensi sengketa medis, edukasi pemeriksaan pra kehamilan dan Antenatal Care (ANC) yang berkualitas dalam upaya menekan Angka Kematian Ibu (AKI) di Indonesia. Direktur Utama IHC drg. Mira Dyah Wahyuni, MARS mengatakan, *upskilling* kompetensi Sumber Daya Manusia (SDM) IHC Group sangat penting untuk menjadikan IHC sebagai *Holding* RS yang kuat yang dapat disejajarkan dengan *Holding* RS besar di Indonesia bahkan *International.*
At the peak of the 26th anniversary series, IHC held an IHC Medical Forum which was attended by health experts, doctors and medical personnel, Tuesday, October 24, 2023. The education and discussions discussed included Medicolegal as a provision for anticipating potential medical disputes, examination education quality pre-pregnancy and Antenatal Care (ANC) in an effort to reduce the Maternal Mortality Rate (MMR) in Indonesia. IHC Main Director drg. Mira Dyah Wahyuni, MARS said, upskilling IHC Group's Human Resources (HR) competencies is very important to make IHC a strong hospital holding that can be on par with large hospital holdings in Indonesia and even internationally.

Bali, 30 November 2023
Bali, November 30, 2023

### Energi Kesehatan untuk Indonesia-Rangkaian Kegiatan dalam Rangka HUT IHC ke-26
Health Energy for Indonesia-A Series of Activities in the framework of the 26th IHC Anniversary

Dalam kunjungannya ke Bali International Hospital (BIH) yang berlokasi di KEK Kesehatan, Sanur Bali, pada Kamis, 30 November 2023, Menteri Kesehatan Budi Gunadi Sadikin mengatakan pihaknya akan mendukung kesiapan opening BIH, termasuk potensial market, SDM tenaga medis, dan Diaspora yang bertugas di luar negeri, serta bisnis model, sehingga IHC dapat menentukan dan identifikasi potensial market dari lokal Indonesia. Dirut IHC drg. Mira Dyah Wahyuni, MARS menambahkan, *value proposition* dari BIH yaitu *Quality of Clinical Care, Timeliness of Care* untuk dapat memberikan layanan dengan minimal waktu tunggu, *Convenience of Care* untuk memberikan kemudahan bagi pasien terkait aksesibilitas serta Bali sebagai salah satu tempat wisata yang terkenal baik di Indonesia maupun secara internasional.
During his visit to the Bali International Hospital (BIH) which is located in the KEK Health, Sanur Bali, on Thursday, November 30 2023, Minister of Health Budi Gunadi Sadikin said that his party would support BIH's opening readiness, including market potential, human resources for medical personnel and Diaspora on duty. abroad, as well as business models, so that IHC can determine and identify local Indonesian market potential. IHC Managing Director Drg. Mira Dyah Wahyuni, MARS added, the value proposition of BIH is Quality of Clinical Care, Timeliness of Care to be able to provide services with minimal waiting time, Convenience of Care to provide convenience for patients regarding accessibility and Bali as one of the well-known tourist attractions in Indonesia and internationally.

Jakarta, 21 Desember 2023
Jakarta, December 21, 2023

Sebagai Holding RS BUMN, PT Pertamina Bina Medika–Indonesia Healthcare Corporation (Pertamedika IHC) sukses melaksanakan penandatanganan perjanjian kemitraan strategis dengan Indonesia Investment Authority (INA) dan Swire Pacific Limited (Swire) yang merupakan grup global besar dan telah diversifikasi dengan fokus pada investasi kesehatan. Kerja sama tersebut berdasarkan *Good Corporate Governance* sesuai aturan yang berlaku termasuk melalui persetujuan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pertamedika IHC untuk penandatanganan perjanjian kemitraan strategis tersebut, di Jakarta, 21 Desember 2023

As a BUMN Hospital Holding, PT Pertamina Bina Medika–Indonesia Healthcare Corporation (Pertamedika IHC) successfully signed a strategic partnership agreement with the Indonesia Investment Authority (INA) and Swire Pacific Limited (Swire), which is a large global group that has diversified with a focus on health investment. This collaboration is based on Good Corporate Governance in accordance with applicable regulations, including through the approval of the Extraordinary General Meeting of Shareholders (EGMS) of Pertamedika IHC for the signing of the strategic partnership agreement, in Jakarta, December 21, 2023.

**Holding RS BUMN Bermitra Strategis dengan Indonesia Investment Authority (INA) dan Swire**
BUMN Hospital Holding is in strategic partnership with the Indonesia Investment Authority (INA) and Swire

# 2

# Laporan Manajemen
## Management Report

**Pertamedika IHC senantiasa meningkatkan kepuasan pasien dengan memberikan diagnosis yang holistic dan menyediakan manajemen yang komprehensif melalui upaya-upaya promosi, preventif, kuratif, dan rehabilitatif.**

Pertamedika IHC always improve the patient satisfaction by providing a holistic diagnosis and providing comprehensive management through promotional, preventive, curative and rehabilitative efforts.

**Farid Harianto**
Komisaris Utama
President Commissioner

# Laporan Dewan Komisaris
## Report of The Board of Commissioners

**"Dewan Komisaris menilai bahwa Direksi telah berupaya mendorong kinerja Perseroan, melaksanakan seluruh arahan Pemegang Saham, serta menjaga kepercayaan pemangku kepentingan melalui berbagai inisiatif strategis dalam menghadapi dinamika industri kesehatan di sepanjang 2023, sehingga Pertamedika IHC mencatatkan kinerja yang sangat baik sesuai dengan target yang telah dicanangkan."**

"The Board of Commissioners assesses that the Board of Directors has made efforts to encourage the Company's performance, carry out all Shareholder directives, and maintain stakeholder trust through various strategic initiatives in facing the dynamics of the health industry throughout 2023, so that Pertamedika IHC recorded excellent performance in accordance with the targets that have been set."

**Pemegang Saham dan Pemangku Kepentingan yang Terhormat,**

Kami mengucapkan rasa syukur ke Hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya, sehingga PT Pertamina Bina Medika IHC atau "Pertamedika IHC" atau "Perusahaan" berhasil melewati tahun 2023 dengan capaian yang positif meski di tengah kondisi makro ekonomi yang penuh tantangan dan ketidakpastian.

Dalam menjalankan fungsi strategisnya, Dewan Komisaris melaksanakan tugas pengawasan dan pemberian nasihat kepada Direksi dengan itikad baik, bertanggung jawab, dan penuh kehati-hatian demi kepentingan Perseroan. Kami selaku Dewan Komisaris senantiasa berupaya memastikan pengelolaan Perusahaan melalui pemantauan kecukupan pengawasan dan efektivitas kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta berdasarkan prinsip-prinsip Tata Kelola Perusahaan yang baik atau *Good Corporate Governance* (GCG).

Fokus pengawasan dan pemberian nasihat Dewan Komisaris atas pengelolaan Perseroan oleh Direksi, antara lain meliputi pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP), tindak lanjut atas keputusan Rapat Umum Pemegang Saham (RUPS) dan arahan Pemegang Saham, penerapan Tata Kelola Perusahaan yang Baik, efektivitas Sistem Pengendalian Internal dan manajemen risiko, penerapan kode etik dan nilai-nilai budaya Perseroan, serta pelaksanaan ketentuan perundang-undangan yang berlaku, agar Perseroan mampu bertahan dan terus tumbuh secara berkelanjutan.

**Dear Shareholders and Stakeholders,**

We express our gratitude to the Presence of Almighty God who has bestowed His mercy and grace, so that PT Pertamina Bina Medika IHC or "Pertamedika IHC" or "Company" successfully passed 2023 with positive achievements even in the midst of macroeconomic conditions that are full of challenges and uncertainty.

In carrying out its strategic functions, the Board of Commissioners carries out its duties of supervision and providing advice to the Board of Directors in good faith, responsibility and with full prudence for the interests of the Company. We as the Board of Commissioners always strive to ensure the management of the Company through monitoring the adequacy of supervision and the effectiveness of compliance with applicable laws and regulations, as well as based on the principles of Good Corporate Governance (GCG).

The focus of supervision and providing advice to the Board of Commissioners on the management of the Company by the Board of Directors includes, among other things, the implementation of the Company's Work Plan and Budget (RKAP), follow-up to the decisions of the General Meeting of Shareholders (GMS) and directions from Shareholders, implementation of Good Corporate Governance, effectiveness Internal Control System and risk management, implementation of the Company's code of ethics and cultural values, as well as implementation of applicable statutory provisions, so that the Company is able to survive and continue to grow sustainably.

## LAPORAN KINERJA DEWAN KOMISARIS

Sesuai dengan amanat Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, sepanjang tahun 2023, Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya untuk melakukan pengawasan terhadap pengelolaan Perseroan yang dijalankan oleh Direksi agar sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) yang telah dicanangkan di awal tahun, memberikan nasihat atau saran terhadap hal-hal strategis dan memberikan tanggapan tertulis atau mengambil keputusan terhadap hal-hal perlu mendapatkan persetujuan oleh Dewan Komisaris sesuai dengan ketentun Anggaran Dasar Perseroan.

Pada fungsi pengawasan, Dewan Komisaris secara rutin melakukan koordinasi dengan Direksi untuk mengawasi dan membahas perkembangan kinerja dan isu strategis yang ada di dalam Perseroan.

Dalam menjalankan fungsi perannya, Dewan Komisaris memiliki Organ Pendukung, yaitu Sekretaris Dewan Komisaris, Komite Audit dan Risiko, Komite Human Capital, dan Komite Digital. Komite-komite tersebut membantu Dewan Komisaris dalam melaksanakan tugas pengawasan dan pemantauan terhadap aktivitas manajemen sesuai dengan bidangnya masing-masing.

## BOARD OF COMMISSIONERS PERFORMANCE REPORT

In accordance with the mandate of Law no. 40 of 2007 concerning Limited Liability Companies, throughout 2023, the Board of Commissioners has carried out its duties and responsibilities to supervise the management of the Company carried out by the Board of Directors so that it is in accordance with the Company's Work Plan and Budget (RKAP) which was launched at the beginning of the year, providing advice or suggestions on strategic matters and providing written responses or making decisions on matters requiring approval by the Board of Commissioners in accordance with the provisions of the Company's Articles of Association.

In its supervisory function, the Board of Commissioners regularly coordinates with the Board of Directors to monitor and discuss performance developments and strategic issues within the Company.

In carrying out its role functions, the Board of Commissioners has supporting organs, namely the Secretary of the Board of Commissioners, Audit and Risk Committee, Human Capital Committee, and Digital Committee. These committees assist the Board of Commissioners in carrying out their supervisory and monitoring duties on management activities in accordance with their respective fields.

## MEKANISME DAN FREKUENSI PEMBERIAN NASIHAT KEPADA DIREKSI

Dewan Komisaris senantiasa menjalin hubungan kerja yang sangat baik dengan Direksi dan mengedepankan prinsip saling menghormati wewenang masing-masing pihak. Dewan Komisaris melaksanakan mekanisme pengawasan dan pemberian nasihat, baik ketika diminta oleh Direksi maupun berdasarkan inisiatif Dewan Komisaris.

Dewan Komisaris secara proaktif meninjau dan melakukan pengawasan implementasi kebijakan dan strategi yang ditetapkan pada awal tahun bersama Direksi, baik pada pengelolaan operasional maupun pengelolaan keuangan. Rekomendasi dan saran yang konstruktif dan solutif dalam menjalankan kegiatan usaha termasuk berbagai inisitif strategis, kemudian akan disampaikan kepada Direksi dan organ lain yang berkepentingan melalui mekanisme Rapat Gabungan Dewan Komisaris dan Direksi yang diselenggarakan minimal satu kali dalam satu bulan.

Sepanjang tahun 2023, Dewan Komisaris juga melaksanakan Rapat Koordinasi Dewan Komisaris dengan Direksi. Untuk memastikan kecukupan pengawasan, Dewan Komisaris juga melakukan pengawasan langsung atau *Management Walk Through. Management Walk Through* membantu Dewan Komisaris dalam memperoleh gambaran yang lebih luas atas tantangan dan peluang yang dihadapi Pertamedika IHCC, serta mampu berinteraksi dengan pekerjadi Unit Usaha

## MECHANISM AND FREQUENCY OF PROVIDING ADVICE TO THE BOARD OF DIRECTORS

The Board of Commissioners always maintains a very good working relationship with the Board of Directors and prioritizes the principle of mutual respect for the authority of each party. The Board of Commissioners implements monitoring and advisory mechanisms, both when requested by the Board of Directors and based on the Board of Commissioners' initiative.

The Board of Commissioners proactively reviews and supervises the implementation of policies and strategies established at the beginning of the year together with the Board of Directors, both in operational management and financial management. Recommendations and suggestions that are constructive and solutions in carrying out business activities, including various strategic initiatives, will then be submitted to the Board of Directors and other interested organs through the mechanism of a Joint Meeting of the Board of Commissioners and Directors which is held at least once a month.

Throughout 2023, the Board of Commissioners also held Coordination Meetings between the Board of Commissioners and the Board of Directors. To ensure adequate supervision, the Board of Commissioners also carries out direct supervision or Management Walk Through. Management Walk Through assist the Board of Commissioners gain a broader picture of the challenges and opportunities faced by Pertamedika IHCC, as well as being able to interact with workers in the

sehingga Dewan Komisaris memperoleh input dari sisi para pekerja.

Dewan Komisaris juga dibantu Komite Dewan Komisaris untuk melakukan evaluasi dan reviu atas kinerja yang telah berjalan dan rencana kerja ke depan. Berdasarkan pengawasan yang telah dilakukan Dewan Komirasis, baik melalui pembahasan dengan Direksi terkait kinerja Perseroan, maupun kunjungan ke wilayah kerja, Dewan Komisaris menilai, Perseroan telah menjalankan kegiatan usaha sesuai dengan rencana kerja tahunan, visi dan misi serta arahan strategis dari Pemegang Saham. Melalui pengamatan cermat terhadap kondisi makroekonomi, perubahan lingkungan usaha, Perusahaan pun mampu beradaptasi dan menerapkan strategi yang relevan sesuai perkembangan terkini.

## PENILAIAN DEWAN KOMISARIS TERHADAP KINERJA DIREKSI ATAS PENGELOLAAN PERSEROAN, DAN DASAR PENILAIANNYA

Untuk memastikan pencapaian RKAP terpantau, Dewan Komisaris melakukan pengawasan atas hasil usaha Perseroan melalui Rapat Gabungan Dewan Komisaris dan Direksi. Berdasarkan hal tersebut di atas, maka untuk periode tahun buku 2023, Dewan Komisaris menilai bahwa dalam menjalankan tugas dan tanggung jawabnya, Direksi telah menunjukkan kinerja yang baik. Prestasi tersebut tercermin dari skor *Key Performance Indicators* (KPI) Perseroan yang baik. Dewan Komisaris mengapresiasi capaian KPI dan berharap Direksi dapat mengoptimalkan peluang untuk mengembangkan usaha demi meningkatnya keuntungan.

Dewan Komisaris menyadari kondisi ekonomi khususnya perekonomian nasional secara langsung maupun tidak langsung mempengaruhi kinerja Perseroan. Untuk itu, Dewan Komisaris mengapresiasi pencapaian Perseroan pada tahun 2023. Dimana, Perseroan mencatatkan Pendapatan sebesar Rp5,71 triliun meningkat 14,90% dibandingkan dengan periode sebelumnya sebesar Rp4,98 triliun. Jika dibandingkan dengan target yang dicanangkan dalam RKAP 2023, pendapatan terealisasi sebesar 77% dari target sebesar Rp7,42 triliun. Pertumbuhan secara tahunan (yoy) tersebut terutama disebabkan meningkatnya pendapatan rawat inap dan pendapatan rawat jalan. Pendapatan rawat inap tercatat sebesar Rp269,46 miliar atau 25,74% dan peningkatan pendapatan rawat jalan sebesar Rp267,82 miliar atau 26,85% dibanding tahun 2022.

Dari segi pelanggan peningkatan pendapatan didominasi dari peningkatan pendapatan BPJS sebesar Rp804,25 miliar atau 41,14% dan pendapatan Pihak ketiga jaminan sebesar Rp122,22 miliar atau 13,92% dibanding tahun 2022.

Atas pencapaian yang baik tersebut, Dewan Komisaris memberikan apresiasi kepada Direksi dan seluruh jajaran manajemen. Dewan Komisaris akan terus mendukung Direksi

Business Unit so that the Board of Commissioners obtains input from the workers' side.

The Board of Commissioners is also assisted by the Board of Commissioners Committee to carry out evaluations and reviews of ongoing performance and future work plans. Based on the supervision carried out by the Board of Commissioners, both through discussions with the Board of Directors regarding the Company's performance, as well as visits to work areas, the Board of Commissioners assesses that the Company has carried out business activities in accordance with the annual work plan, vision and mission as well as strategic direction from Shareholders. Through careful observation of macroeconomic conditions and changes in the business environment, the Company is able to adapt and implement relevant strategies according to the latest developments.

## THE BOARD OF COMMISSIONERS' ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS IN THE MANAGEMENT OF THE COMPANY, AND THE BASIS OF ASSESSMENT

To ensure that RKAP achievements are monitored, the Board of Commissioners supervises the Company's business results through Joint Meetings of the Board of Commissioners and Directors. Based on the above, for the 2023 financial year period, the Board of Commissioners considers that in carrying out its duties and responsibilities, the Board of Directors has demonstrated good performance. This achievement is reflected in the Company's good Key Performance Indicators (KPI) scores. The Board of Commissioners appreciates KPI's achievements and hopes that the Board of Directors can optimize opportunities to develop the business to increase profits.
The Board of Commissioners is aware that economic conditions, especially the national economy, directly or indirectly affect the Company's performance. For this reason, the Board of Commissioners appreciates the Company's achievements in 2023. The Company recorded revenues of Rp5.71 trillion, an increase of 14.90% compared to the previous period of Rp4.98 trillion. When compared with the target set in the 2023 RKAP, realized revenue was 77% of the target of Rp7.42 trillion. This annual growth (yoy) was mainly due to increasing inpatient income and outpatient income. Inpatient income was recorded at Rp269.46 billion or 25.74% and an increase in outpatient income of Rp267.82 billion or 26.85% compared to 2022.

In terms of customers, the increase in income was dominated by an increase in BPJS income of Rp804.25 billion or 41.14% and third party guarantee revenue of Rp122.22 billion or 13.92% compared to 2022.

For this good achievement, the Board of Commissioners expressed its appreciation to the Board of Directors and all levels of management. The Board of Commissioners will

dan jajarannya untuk mempertahankan dan meningkatkan kinerja Perseroan di tahun-tahun mendatang, tentunya dengan bersungguh-sungguh dalam menjalankan peran, fungsi, dan tugasnya sebagai Dewan Komisaris.

continue to support the Directors and their staff to maintain and improve the Company's performance in the coming years, of course by seriously carrying out their roles, functions and duties as the Board of Commissioners.

## PANDANGAN ATAS PROSPEK USAHA PERUSAHAAN YANG DISUSUN DIREKSI

Melihat dinamika ekonomi nasional, kemudian memandang rencana kerja dan rencana strategis yang disusun oleh Direksi untuk periode tahun 2024, serta pencapaian kinerja Perseroan yang dapat menjadi modal, Dewan Komisaris meyakini bahwa masih terdapat potensi bisnis yang cukup besar bagi Perseroan untuk bertumbuh secara berkelanjutan dengan memanfaatkan momentum dari pencapaian kinerja tahun 2023.

Nilai tambah lain yang dapat menjadi modal Perseroan dalam meraih kinerja positif pada tahun mendatang adalah status Perusahaan sebagai entitas anak PT Pertamina (Persero) yang merupakan Badan Usaha Milik Negara, yang merupakan perusahaan di bidang minyak dan gas bumi, yang berkontribusi pada ketahanan energi Nasional.

Selain itu, kebijakan untuk terus bermitra dan berekspansi usaha menjadi langkah yang strategis untuk mengembangkan usaha dan mendorong pertumbuhan. Dewan Komisaris memberikan dukungan penuh terhadap keputusan strategis dari Perusahaan.

## VIEWS ON THE COMPANY'S BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

Viewing at the dynamics of the national economy, then viewing at the work plans and strategic plans prepared by the Board of Directors for the 2024 period, as well as the Company's performance achievements which can be used as capital, the Board of Commissioners believes that there is still quite large business potential for the Company to grow sustainably by taking advantage of the momentum from the performance achievements in 2023.

Another added value that can be used as capital for the Company in achieving positive performance in the coming year is the Company's status as a subsidiary of PT Pertamina (Persero), which is a State-Owned Enterprise, which is a company in the oil and gas sector, which contributes to National energy security.

Apart from that, the policy of continuing to partner and expand the business is a strategic step to develop the business and encourage growth. The Board of Commissioners provides full support for the Company's strategic decisions.

## PENGAWASAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Kami menilai, seluruh jajaran manajemen dan karyawan Pertamedika IHC telah berusaha untuk senantiasa meningkatkan kinerja secara sehat dan berkelanjutan salah satunya melalui kepatuhan dan pemenuhan setiap peraturan dan perundang-undangan yang berlaku dan menerapkan praktik terbaik *(best practice)* prinsip-prinsip *Good Corporate Governance* (GCG). Implementasi prinsip-prinsip GCG merupakan tugas dan tanggung jawab Dewan Komisaris bersama dengan Direksi beserta seluruh jajarannya. Dewan Komisaris dan dengan Direksi berkomitmen untuk mengimplementasikan prinsip tata kelola perusahaan yang baik pada setiap aktivitas Perseroan.

Dewan Komisaris menilai bahwa Perseroan telah dikelola dengan baik dan sesuai dengan peraturan perundang-undangan yang berlaku. Perseroan mampu mencatat nilai GCG yang sangat baik dibandingkan tahun 2022 dan senantiasa melakukan perbaikan atas *Area of Improvements* atau rekomendasi yang dihasilkan, sehingga diharapkan dapat memperoleh skor GCG yang lebih baik. Selain itu, kualitas penerapan GCG di lingkungan Perseroan juga terus mengalami peningkatan yang ditunjukkan dari semakin baik dan lengkapnya infrastruktur, *soft structure* serta mekanisme GCG yang dikembangkan Perseroan.

## SUPERVISION OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE

We assess that all levels of management and employees of Pertamedika IHC have tried to always improve performance in a healthy and sustainable manner, one of which is through compliance and fulfillment of all applicable regulations and laws and implementing the best practices) principles of Good Corporate Governance (GCG).Implementation of GCG principles is the duty and responsibility of the Board of Commissioners together with the Board of Directors and all their staff. The Board of Commissioners and the Board of Directors are committed to implementing the principles of good corporate governance in every Company activity.

The Board of Commissioners assesses that the Company has been managed well and in accordance with applicable laws and regulations. The company was able to record very good GCG scores compared to 2022 and continues to make improvements to the Areas of Improvements or recommendations produced, so it is hoped that it can obtain a better GCG score. Apart from that, the quality of GCG implementation within the Company also continues to improve as shown by the better and more complete infrastructure, soft structure and GCG mechanisms developed by the Company.

Dewan Komisaris senantiasa mengingatkan Direksi agar dalam proses pengurusan Perseroan harus dijalankan sesuai dengan prinsip-prinsip GCG. Beberapa saran dan nasihat untuk peningkatan kualitas penerapan GCG di Perusahaan, antara lain senantiasa melakukan mitigasi risiko bilamana terjadi perubahan lingkungan bisnis dan secara transparan melaporkannya kepada Dewan Komisaris dan Pemegang Saham, dengan memperhatikan ketentuan dan peraturan yang berlaku.

Dewan Komisaris berpandangan bahwa Perseroan telah berupaya dalam membangun sistem pengendalian intern yang efektif untuk mengamankan investasi aset Perseroan. Dewan Komisaris juga melakukan pengawasan Sistem Pengendalian Internal dengan dibantu Komite Audit dan Manajemen Risiko Dewan Komisaris antara lain melalui pertemuan dan pendalaman dengan Auditor Internal, maupun kunjungan ke wilayah kerja. Dewan Komisaris menilai bahwa Sistem Pengendalian Internal di Perseroan telah memadai dan senantiasa mendorong manajemen untuk melakukan pemutakhiran seiring dengan perkembangan teknologi dan lingkungan kerja yang dinamis.

Peran manajemen risiko dalam kegiatan usaha Perseroan sangat penting. Memperhatikan hal tersebut, penerapan manajemen risiko di Perseroan pada tahun 2023 telah menjadi sorotan utama dan senantiasa dilakukan perbaikan. Adapun upaya mitigasi yang perlu dilakukan yang perlu diperhatikan utamanya berkaitan dengan mitigasi profil risiko yang telah dipetakan melalui proses *assessment* yang dilakukan internal Perseroan, seperti risiko *business strategy, financial management*, *operational, business environment, corporate image*, dan *legal, governance* dan *compliance*.

Terhadap hal-hal tersebut, Direksi telah menyiapkan mitigasi risiko yang memadai dan senantiasa menjadi salah satu hal yang menjadi fokus pengawasan Dewan Komisaris atas progres dan penerapannya.

## PANDANGAN DEWAN KOMISARIS ATAS PENERAPAN ASPEK LINGKUNGAN, SOSIAL DAN TATA KELOLA (ESG)

Perseroan selalu memperhatikan aspek ESG dalam setiap program kerja dan investasi yang dilaksanakan.

The Board of Commissioners always reminds the Board of Directors that the Company management process must be carried out in accordance with GCG principles. Some suggestions and advice for improving the quality of GCG implementation in the Company, include always mitigating risks when changes in the business environment occur and transparently reporting these to the Board of Commissioners and Shareholders, considering the applicable rules and regulations.

The Board of Commissioners is of the view that the Company has made efforts to build an effective internal control system to safeguard the Company's investment assets. The Board of Commissioners also supervises the Internal Control System with the assistance of the Board of Commissioners' Audit and Risk Management Committee, including through meetings and deepening with the Internal Auditor, as well as visits to work areas. The Board of Commissioners assesses that the Company's Internal Control System is adequate and continues to encourage management to update it in line with technological developments and a dynamic work environment.

The role of risk management in the Company's business activities is very important. Taking this into account, the implementation of risk management in the Company in 2023 has become a major highlight and improvements are always being made. The mitigation efforts that need to be taken are primarily related to mitigating the risk profile that has been mapped through an assessment process carried out internally by the Company, such as business strategy, financial management, operational, business environment, corporate image, and legal, governance and compliance risks.

Regarding these matters, the Board of Directors has prepared adequate risk mitigation and this has always been one of the things that has become the focus of the Board of Commissioners' supervision of its progress and implementation.

## THE BOARD OF COMMISSIONERS' VIEWS ON THE IMPLEMENTATION OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) ASPECTS

The company always pays attention to ESG aspects in every work and investment program implemented.

Dewan Komisaris menilai bahwa Perseroan telah menerapkan aspek-aspek keberlanjutan dalam hal ini ESG dengan baik. Dewan Komisaris senantaisa mendorong praktik keberlanjutan di setiap aspek kegiatan usaha Perseroan. Pada aspek lingkungan, Perseroan senantiasa mengeluarkan imbauan untuk melakukan penghematan baik pada energi listrik, BBM, serta pada aspek sosial, Perseroan melakukan aktivitas-aktivitas Tanggung Jawab Sosial Lingkungan (TJSL) sesuai prinsip SDG's (*Sustainable Development Goals*) serta telah disesuaikan dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-1/MBU/03/2024 tanggal 24 Maret 2024 Sedangkan dari aspek *Governance*, Perseroan telah menerapkan prinsip-prinsip Tata Kelola secara konsisten dan komprehensif yang dibuktikan melalui assessment penerapan Tata Kelola Perusahaan secara berkala, setiap tahun.

The Board of Commissioners assesses that the Company has implemented sustainability aspects, in this case ESG, well. The Board of Commissioners continually encourages sustainable practices in every aspect of the Company's business activities. Regarding the environmental aspect, the Company always issues appeals to save both electrical energy, fuel and social aspects. The Company carries out Environmental Social Responsibility (CSR) activities in accordance with the principles of SDG's (Sustainable Development Goals) and has been adjusted to the Ministerial Regulation of the Agency. Republic of Indonesia State-Owned Enterprise No. PER-1/MBU/03/2024 dated March 24 2024. Meanwhile, from the Governance aspect, the Company has implemented Governance principles consistently and comprehensively as proven through regular assessments of the implementation of Corporate Governance, every year.

## EVALUASI KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Di tahun 2023, Dewan Komisaris menilai bahwa komite-komite tersebut telah menjalankan fungsi, tugas, dan tanggung jawab dengan baik. Dewan Komisaris menyampaikan apresiasinya atas kinerja dan pelaksanaan tugas yang telah ditunjukkan oleh seluruh komite. Dukungan dari komite menjadi dasar bagi Dewan Komisaris untuk dapat memberikan masukan secara formal kepada Direksi untuk terus meningkatkan pengelolaan Perseroan sesuai dengan praktik terbaik penerapan prinsip-prinsip GCG.

## EVALUATION OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In 2023, the Board of Commissioners assesses that these committees have carried out their functions, duties and responsibilities well. The Board of Commissioners expressed its appreciation for the performance and implementation of duties demonstrated by all committees. Support from the committee is the basis for the Board of Commissioners to be able to provide formal input to the Board of Directors to continue to improve the management of the Company in accordance with best practices in implementing GCG principles.

## PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2023, tidak terdapat perubahan susunan dan komposisi anggota Dewan Komisaris. Dusunan dan komposisi Anggota Dewan Komisaris Pertamedika IHC per 31 Desember 2023 berjumlah 4 (empat) orang, yang terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris, dan 1 (satu) orang Komisaris Independen.

## CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2023, there were no changes to the structure and composition of the members of the Board of Commissioners. The structure and composition of the members of the Pertamedika IHC Board of Commissioners as of December 31, 2023 is 4 (four) people, consisting of 1 (one) President Commissioner, 2 (two) Commissioners, and 1 (one) Independent Commissioner.

## PENUTUP

Dewan Komisaris memberikan apresiasi kepada semua pihak yang telah berkontribusi kepada Perseroan hingga dapat sampai pada tahapan ini, khususnya kepada Direksi beserta seluruh karyawan Pertamedika IHC yang telah bekerja keras dan penuh dedikasi.

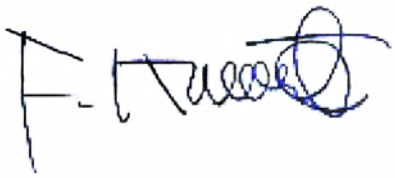
Dewan Komisaris juga menyampaikan ucapan terima kasih kepada Pemegang Saham atas kepercayaan dan dukungannya sehingga Dewan Komisaris dapat menjalankan tugas dan tanggung jawabnya dengan baik. Apresiasi juga kami sampaikan kepada segenap pemangku kepentingan yang telah memberikan kepercayaan kepada Perseroan. Semoga kerja sama yang baik ini dapat terus berlanjut dan ditingkatkan di masa-masa mendatang.

## CLOSURE

The Board of Commissioners expresses appreciation to all parties who have contributed to the Company to reach this stage, especially to the Board of Directors and all Pertamedika IHC employees who have worked hard and with dedication.

The Board of Commissioners also send gratitude to the Shareholders for their trust and support so that the Board of Commissioners can carry out their duties and responsibilities well. We also express our appreciation to all stakeholders who have placed their trust in the Company. Hopefully this good cooperation can continue and be improved in the future.

Jakarta, Mei 2024
Jakarta, May 2024
**Atas nama Dewan Komisaris**
On behalf of the Board of Commissioners



**Farid Harianto**
Komisaris Utama
President Commissioner

**Mira Dyah Wahyuni**
Direktur Utama
President Director

# Laporan Direksi
## Report of The Board of Directors

**"Meraih kepercayaan Pemangku Kepentingan sejatinya bukanlah suatu serta merta, akan tetapi merupakan buah dari pengejawantahan upaya yang sungguh-sungguh dari seluruh Insan Pertamedika IHC. Direksi yang didukung oleh Dewan Komisaris serta semua jajaran Perusahaan, senantiasa berupaya dan bekerja keras dalam mencapai target-target Perusahaan."**

"Gaining the trust of the Stakeholders is not something that happens immediately, but is the result of serious efforts from all Pertamedika IHC People. The Board of Directors, supported by the Board of Commissioners and all levels of the Company, always strive and work hard to achieve the Company's targets."

**Pemegang Saham dan Pemangku Kepentingan yang Terhormat,**

Puji dan syukur kehadirat Tuhan yang Maha Kuasa, pada kesempatan ini Kami atas nama Direksi dapat menyampaikan Laporan Tahunan 2023 sebagai bentuk pertanggungjawaban kami kepada Pemegang Saham dan seluruh Pemangku Kepentingan dalam pengelolaan Perseroan selama satu periode tahun buku.

Tahun ini, merupakan tahun penguatan sinergi, strategi, dan pengembangan inovasi dalam upaya Kami mendukung program transformasi sistem kesehatan yang dicanangkan oleh Pemerintah Indonesia melalui Undang-Undang Kesehatan Nomor 17 tentang Kesehatan. Undang-undang ini merupakan landasan untuk melakukan berbagai upaya percepatan dalam menjalankan transformasi kesehatan melalui 6 pilar, yaitu transformasi layanan primer, layanan rujukan, sistem ketahanan kesehatan, sistem pembiayaan kesehatan, SDM kesehatan, dan teknologi kesehatan.

Undang-undang ini juga sekaligus menjadi tonggak penting dalam reformasi sektor kesehatan Indonesia yang secara khusus menetapkan tujuan untuk meningkatkan akses dan pemerataan pelayanan kesehatan bagi seluruh penduduk, tanpa memandang status sosial, ekonomi, atau geografis. Amanah dan nilai-nilai yang terkandung dalam Undang-Undang No. 17 tahun 2023 tentang Kesehatan tersebut, sejalan dengan latar belakang pembentukan Holding Rumah Sakit BUMN, dimana Pertamedika IHC ditunjuk untuk mengemban amanah sebagai *Holding*, di antaranya, yaitu:

**Dear Shareholders and Stakeholders,**

Praise and gratitude to the presence of Almighty God, on this occasion we, on behalf of the Board of Directors, can submit the 2023 Annual Report as a form of our responsibility to Shareholders and all Stakeholders in the management of the Company during one financial year period.

This year is a year of strengthening synergy, strategy and innovation development in our efforts to support the health system transformation program launched by the Indonesian Government through Health Law Number 17 concerning Health. This law is the basis for carrying out various accelerated efforts in carrying out health transformation through 6 pillars, namely transformation of primary services, referral services, health resilience systems, health financing systems, health human resources and health technology.

This law is also an important milestone in Indonesia's health sector reform which specifically sets the goal of increasing access and equal distribution of health services for the entire population, regardless of social, economic or geographic status. The mandate and values contained in Law no. 17 of 2023 concerning Health, is in line with the background to the formation of the BUMN Hospital Holding, which Pertamedika IHC was appointed to carry out the mandate as a Holding, including:

1. Penyediaan Layanan Kesehatan Berkualitas :
   a. Meningkatkan kualitas hidup manusia Indonesia menuju Indonesia sehat
   b. Membangun keunggulan kompetitif melalui peningkatan dan standarisasi kualitas layanan kesehaatan
2. Peningkatan jaringan dan skala :
   a. Mengembangkan jaringan / lokasi layanan kesehatan se-Indonesia
   b. Meningkatkan skala dan memperkuat dampak Rumah Sakit BUMN pada industri layanan kesehatan
3. Pengembangan kapabilitas dan inovasi
4. Integrasi dan sinergi Ekosistem Sektor Kesehatan Nasional

Oleh karena itu, Kami memandang tema Laporan Tahunan ini, yaitu "Bersama Memajukan Ketahanan Kesehatan Nasional" sangat tepat untuk menggambarkan tentang sinergi dan strategi Kami dalam mendukung program Pemerintah dalam mendorong kemajuan ketahanan kesehatan Nasional.
Pertamedika sebagai pemegang *Holding* RS BUMN, berupaya menjalan tugas dan tanggung jawab tersebut, melalui berbagai inovasi, kebijakan, strategi, dan rencana strategis yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan, serta Rencana Jangka Panjang Perusahaan (RJPP).

Kami memahami, meraih kepercayaan dari para Pemangku Kepentingan sejatinya bukanlah suatu serta merta, akan tetapi merupakan buah dari pengejawantahan upaya yang sungguh-sungguh dari seluruh Insan Pertamedika IHC. Direksi yang didukung oleh Dewan Komisaris serta semua jajaran Perseroan, senantiasa berupaya dan bekerja keras dalam mencapai target-target Perseroan.

Di samping berfokus pada pertumbuhan usaha, kami juga mengedepankan penerapan keberlanjutan dalam menjalankan usaha melalui integrasi aspek lingkungan, ekonomi, sosial, dan tata kelola ke dalam proses operasional perbankan. Dengan semangat keberlanjutan, Pertamedika IHC senantiasa berupaya meningkatkan nilai Perseroan bagi setiap pemangku kepentingan.

## PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN

Direksi merumuskan strategi dan kebijakan strategi yang diterapkan pada tahun 2023 selaras dengan amanat dan arahan Pemegang Saham yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan, serta Rencana Jangka Panjang Perusahaan (RJPP). Direksi berperan aktif dalam perumusan strategi dan kebijakan strategis karena merupakan bagian dari pelaksanaan tugas dan tanggung jawab Direksi. Strategi dan kebijakan yang ditetapkan senantiasa sejalan dengan Visi dan Misi Perseroan.

Untuk memastikan semua target yang telah ditetapkan di awal tahun dapat terealisasi dengan baik sesuai harapan Pemegang Saham dan semua Pemangku Kepentingan,

1. Provision of Quality Health Services:
   a. Improving the quality of life of Indonesian people towards a healthy Indonesia
   b. Building competitive advantage through improving and standardizing the quality of health services
2. Increased network and scale:
   a. Developing a network/location of health services throughout Indonesia
   b. Increasing the scale and strengthening the impact of BUMN Hospitals on the healthcare industry
3. Capability development and innovation
4. Integration and synergy of the National Health Sector Ecosystem

Therefore, we consider the theme of this Annual Report, namely "Together Advancing National Health Resilience" to be very appropriate to describe our synergy and strategy in supporting Government programs in encouraging progress in National health resilience.
Pertamedika as the holder of the BUMN Hospital Holding, strives to carry out these duties and responsibilities, through various innovations, policies, strategies and strategic plans as outlined in the Company's Work Plan and Budget, as well as the Company's Long Term Plan (RJPP).

We understand that gaining the trust of the Stakeholders is not something that happens immediately, but is the result of serious efforts from all Pertamedika IHC People. The Board of Directors, supported by the Board of Commissioners and all levels of the Company, always strive and work hard to achieve the Company's targets.

Apart from focusing on business growth, we also prioritize implementing sustainability in running our business through integrating environmental, economic, social and governance aspects into banking operational processes. With the spirit of sustainability, Pertamedika IHC always strives to increase the company's value for every stakeholder.

## THE ROLE OF THE BOARD OF DIRECTORS IN STRATEGY AND POLICY FORMULATION

The Board of Directors formulates strategies and strategic policies to be implemented in 2023 in line with the mandate and direction of Shareholders as outlined in the Company's Work Plan and Budget, as well as the Company's Long Term Plan (RJPP). The Board of Directors plays an active role in formulating strategies and strategic policies because it is part of implementing the duties and responsibilities of the Board of Directors. The strategies and policies established are always in line with the Company's Vision and Mission.

To ensure that all targets set at the beginning of the year can be realized well according to the expectations of Shareholders and all Stakeholders, the Board of Directors periodically

Direksi secara berkala melakukan pengawasan, meninjau, dan pengawalan langsung progres pencapaian target serta mengevaluasi aktualisasi program-program kerja yang sudah disepakati bersama. Setiap bulan, Direksi mengadakan pertemuan bersama unit-unit kerja untuk membahas pencapaian tersebut, antara lain melalui Rapat Direksi, Rapat Gabungan Komisaris dan Direksi, dan Rapat Kerja formal lainnya. Melalui pelaksanaan berbagai jenis rapat formal tersebut, Direksi dapat secara *real time* mengawasi dan mengetahui perkembangan terkini mengenai pengelolaan Perseroan, mulai dari aspek pemasaran, keuangan, perpajakan, sumber daya manusia, bahkan hingga pengembangan teknologi informasi.

Apabila pada praktiknya Direksi menemukan adanya kendala yang signifikan untuk merealisasikan target-target yang sudah ditetapkan, Direksi memiliki kewenangan untuk melakukan revisi atas RKAP Tahunan selaras dengan dinamika pasar dan industri yang berkembang di tahun berjalan dengan meminta dukungan dan tanggapan Dewan Komisaris sebelum melaksanakannya.

## PENGEMBANGAN USAHA 2023

Tahun 2023 juga menjadi tahun pengembangan usaha bagi Perseroan, di mana Perseroan melakukan beberapa aksi korporasi yang menjadi bagian dari peristiwa penting Perseroan, di antaranya, yaitu Perseroan memulai pembangunan Bali International Hospital yang akan menjadi *flagship hospital* di Kawasan Ekonomi Khusus Kesehatan Sanur, Bali serta RS Panorama di Balikpapan yang akan beroperasi di Quartal akhir 2024. Selain itu, di tahun 2023, Perseroan meresmikan gedung baru di RS Pelni yang diberi nama Merial Tower sebagai komitmen dari Perseroan untuk menambah kapasitas layanan, serta mengumumkan RSPP sebagai member dari Mayo Clinic Care Network yang pertama di Asia Tenggara.

## PENCAPAIAN KINERJA 2023

Secara umum, Pencapaian target Perseroan tahun 2023 menunjukkan kinerja yang cukup baik, meski pada posisi keuangan per 31 Desember 2023, jumlah aset Perseroan tercatat sebesar Rp7.437,59 miliar, mengalami sedikit penurunan Rp222,73 miliar atau 2,91% dibanding tahun sebelumnya sebesar Rp7.660,33 miliar. Kinerja aset Perseroan tersebut dipengaruhi oleh aset lancar dan aset tidak lancar.

Jumlah liabilitas tercatat sebesar Rp3.488,73 miliar, mengalami penurunan Rp425,9 miliar atau 10,88% dibanding tahun sebelumnya sebesar Rp3.914,65 miliar. Kinerja liabilitas Perseroan dipengaruhi oleh kinerja liabilitas jangka pendek dan liabilitas jangka panjang.

Dari posisi Laba (Rugi) dan Penghasilan Komprehensif Perseroan, Perseroan mencatatkan Pendapatan Bersih sebesar Rp5.720,17 miliar, meningkat Rp740,66 miliar atau 14,9% dibanding tahun 2022 sebesar Rp4.978,51 miliar.

supervises, reviews and directly monitors the progress of achieving targets and evaluates the actualization of work programs that have been mutually agreed upon. Every month, the Board of Directors holds meetings with work units to discuss these achievements, including through Board of Directors Meetings, Joint Meetings of Commissioners and Directors, and other formal Work Meetings. Through holding various types of formal meetings, the Board of Directors can monitor and find out in real time the latest developments regarding the management of the Company, starting from aspects of marketing, finance, taxation, human resources, even to the development of information technology.

If in practice the Board of Directors finds that there are significant obstacles to realizing the targets that have been set, the Board of Directors has the authority to revise the Annual RKAP in line with market and industry dynamics that are developing in the current year by requesting the support and response of the Board of Commissioners before implementing it.

## BUSINESS DEVELOPMENT 2023

2023 was also a year of business development for the Company, which the Company carries out several corporate actions which are part of the Company's important events, including the Company starting the construction of the Bali International Hospital which will become the flagship hospital in the Sanur Health Special Economic Zone, Bali as well as a hospital Panorama in Balikpapan which will operate in the end of 2024. Apart from that, in 2023, the Company inaugurated a new building at Pelni Hospital which was named Merial Tower as a commitment from the company to increase service capacity, as well as announcing RSPP as a member of the Mayo Clinic Care Network which first in Southeast Asia.

## PERFORMANCE ACHIEVEMENTS 2023

In general, the achievement of the Company's target for 2023 shows quite good performance, although in terms of financial position as of December 31, 2023, the Company's total assets were recorded at Rp7,437.59 billion, experiencing a slight decrease of Rp222.73 billion or 2.91% compared to the previous year amounting to Rp7,660.33 billion. The performance of the Company's assets is influenced by current assets and non-current assets.

Total liabilities were recorded at Rp3,488.73 billion, a decrease of Rp425.9 billion or 10.88% compared to the previous year of Rp3,914.65 billion. The Company's liability performance is influenced by the performance of current liabilities and non-current liabilities.

From the position of Profit (Loss) and Comprehensive Income of the Company, the Company recorded Net Income of Rp5,720.17 billion, an increase of Rp740.66 billion or 14.9% compared to 2022 of Rp4,978.51 billion. This increase was

Peningkatan ini disebabkan oleh peningkatan Pendapatan Rawat Inap sebesar Rp269,46 miliar atau 25,74% dan peningkatan pendapatan rawat jalan sebesar Rp267,82 miliar atau 26,85% dibanding tahun 2022.

Dari segi pelanggan, peningkatan Pendapatan didominasi oleh pendapatan BPJS sebesar Rp804,25 miliar atau 41,14%, dan Pendapatan Pihak Ketiga Jaminan sebesar Rp122,22 miliar atau 13,92% dibanding tahun 2022. Kegiatan usaha yang berkontribusi terhadap Pendapatan Bersih Perusahaan, yaitu Penunjang Medis, Rawat Inap, Rawat Jalan, Farmasi, Pendapatan Umum, dan Managed Care.

Dari sisi kinerja operasional, Perseroan mencatatkan BOR sebesar 70,60%, lebih tinggi dari tahun sebelumnya 63%. Kinerja BOR terutama dipengaruhi oleh peningkatan jumlah kunjungan serta hari perawatan selama tahun 2023. Avg.LoS tercatat selama 3,3 hari, turun 2,94% dibandingkan tahun 2022 selama 3,4hari. 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 AvLOS di tahun 2023 merupakan sesuatu yang baik. Jumlah kunjungan rawat inap tercatat meningkat 17,37% dari 325.142 kunjungan menjadi 381.622. Sementara itu, kunjungan rawat jalan tercatat menurun sebesar 17,90% dari 5.262.060 kunjungan menjadi 1.491.439 kunjungan, dan kunjungan penunjang medis mengalami pertumbuhan 25,51% dari 13.252.280 kunjungan menjadi 16.633.068 kunjungan.

## PROSPEK USAHA

Tahun 2024 merupakan tahun tantangan di tengah perang Rusia-Ukraina, tahun politik 2024, dan pemulihan ekonomi pasca Pandemi Covid-19. Pada 5 Mei 2023 Badan Kesehatan Dunia (WHO) mencabut status Public Health Emergency of International Concern (PHEIC) untuk Covid-19. Seiring dengan hal tersebut, Presiden RI Joko Widodo (Jokowi) menerbitkan Keputusan Presiden Republik Indonesia (Keppres) Nomor 17 Tahun 2023 tentang Penetapan Berakhirnya Status Pandemi Corona Virus Disease 2019 (COVID-19) di Indonesia menjadi penyakit endemi di Indonesia.

Walaupun status kegawat daruratan pandemi telah dicabut hal tersebut tidak akan terlalu berpengaruh terhadap kinerja rumah sakit. Bahkan rencana mengembangkan unit volume baik dari penambahan rumah sakit ataupun *bed* untuk memenuhi permintaan pasar, menjadi momentum untuk meningkatkan kapabilitas untuk menangani berbagai penyakit kompleks di kemudian hari serta untuk masyarakat lebih *aware* terhadap kesehatan.

caused by an increase in Inpatient Revenue of Rp269.46 billion or 25.74% and an increase in outpatient revenue of Rp267.82 billion or 26.85% compared to 2022.

In terms of customers, the increase in Revenue was dominated by BPJS revenue of Rp804.25 billion or 41.14%, and Third Party Guarantee Revenue of Rp122.22 billion or 13.92% compared to 2022. Business activities that contribute to the Company's Net Income, namely Medical Support, Inpatient, Outpatient, Pharmacy, General Revenue, and Managed Care.

In terms of operational performance, the Company recorded a BOR of 70.60%, higher than the previous year's 63%. BOR performance was mainly influenced by the increase in the number of visits and treatment days during 2023. Avg.LoS was recorded at 3.3 days, down 2.94% compared to 2022 which was 3.4 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 it is for the company. Therefore, achieving AvLOS in 2023 is something good. The number of inpatient visits recorded increased 17.37% from 325,142 visits to 381,622. Meanwhile, outpatient visits were recorded to have decreased by 17.90% from 5,262,060 visits to 1,491,439 visits, and medical support visits experienced a growth of 25.51% from 13,252,280 visits to 16,633,068 visits.

## BUSINESS PROSPECT

2024 is a year of challenges amidst the Russia-Ukraine war, the political year 2024, and economic recovery after the Covid-19 pandemic. On May 5, 2023 the World Health Organization (WHO) revoked the Public Health Emergency of International Concern (PHEIC) status for Covid-19. In line with this, the President of the Republic of Indonesia Joko Widodo (Jokowi) issued Presidential Decree of the Republic of Indonesia (Keppres) Number 17 of 2023 concerning the Determination of the End of the Pandemic Status of Corona Virus Disease 2019 (COVID-19) in Indonesia, which has become an endemic disease in Indonesia.

Even though the pandemic emergency status has been lifted, this will not have much of an impact on hospital performance. In fact, the plan to develop unit volume, either by adding hospitals or beds to meet market demand, is a momentum to increase capabilities to handle various complex diseases in the future and to make society more aware of health.

Dalam Kebijakan Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024, Perseroan melalui Kementerian Kesehatan sedang gencar dalam meningkatkan aksesibilitas layanan kesehatan. Peluang pelaku industri untuk membangun rumah sakit atau klinik atau fasilitas kesehatan lainnya di wilayah yang dinilai masih kurang dalam fasilitas kesehatan. Pada 2024, pemerintah juga akan meningkatkan produktivitas dari sisi belanja kesehatan yang akan dijaga pada level 5,6% fokus dengan dialokasikan untuk transformasi sistem kesehatan, mendorong industri farmasi yang kuat dan kompetitif, meningkatkan akses dan kualitas layanan primer dan rujukan, serta menjamin tersedianya fasilitas layanan kesehatan yang andal dari hulu ke hilir.

Merespon hal tersebut, Pertamedika IHC optimistis dapat meningkatkan kinerja Perseroan lebih optimal. Oleh karena itu, di tahun 2024, Pertamedika IHC berencana akan menambah fasilitas kesehatan berbagai Rumah Sakit milik Pertamedika IHC, membangun RS Tipe C di Balikpapan, RS UNPAD Bandung, dan beroperasinya Bali International Hospital sesuai taraf Internasional.

## PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Sebagai bagian dari Pertamina Group, Perusahaan memiliki tanggung jawab moral sebagai agen perubahan, termasuk memenuhi seluruh kepatuhan atas peraturan dan perundang-undangan yang berlaku. Kepatuhan tersebut telah dijalankan Perseroan, yang berdampak positif terhadap pola pengelolaan Perseroan oleh manajemen. Kemitraan strategis melalui pengawasan oleh Dewan Komisaris berdampak pada pengelolaan Perusahaan yang lebih berimbang. Rapat Umum Pemegang Saham (RUPS) yang memberikan forum bagi pemegang saham untuk mengambil keputusan strategis turut mendorong praktik penerapan prinsip GCG yang berlandaskan pada transparansi dan akuntabilitas.

Perseroan telah melengkapi diri dengan manajemen risiko dan audit internal. Kedua pendekatan yang berfungsi layaknya dua sisi dalam satu mata koin ini berfungsi memberikan pendeteksian dini atas kemungkinan-kemungkinan risiko yang dihadapi Perseroan, sekaligus memberikan evaluasi dan pengawasan pada proses bisnis yang telah berjalan.

Transparansi informasi kepada pemegang saham juga menjadi perhatian manajemen. Melalui fungsi Sekretaris Perseroan, Perseroan memberikan informasi yang komprehensif kepada pemegang saham dan seluruh pemangku kepentingan. Perseroan menyadari transparansi informasi menjadi bagian yang tak terpisahkan dari pembangunan keberlanjutan yang ditopang oleh keterikatan pemangku kepentingan dalam proses pengawasan tidak langsung.

In the 2020-2024 National Medium Term Development Plan (RPJMN) Policy, the Government through the Ministry of Health is aggressively increasing the accessibility of health services. Opportunities for industrial players to build hospitals or clinics or other health facilities in areas that are considered to be lacking in health facilities. In 2024, the government will also increase productivity in terms of health spending which will be maintained at the level of 5.6% focused on the transformation of the health system, encouraging a strong and competitive pharmaceutical industry, increasing access and quality of primary and referral services, and ensuring the availability of facilities. reliable health services from upstream to downstream.

Responding to this, Pertamedia IHC is optimistic that it can improve the Company's performance more optimally. Therefore, in 2024, Pertamedika IHC plans to add health facilities to various hospitals owned by Pertamedika IHC, build a Type C Hospital in Balikpapan, UNPAD Hospital Bandung, and operate the Bali International Hospital according to international standards.

## DEVELOPMENT OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE

As part of the Pertamina Group, the Company has a moral responsibility as an agent of change, including comply with applicable laws and regulations. The Company has implemented this compliance, which has had a positive impact on the management pattern of the Company's management. Strategic partnerships through supervision by the Board of Commissioners have an impact on more balanced management of the Company. The General Meeting of Shareholders (GMS) which provides a forum for shareholders to make strategic decisions also encourages the practice of implementing GCG principles which are based on transparency and accountability.

The company has been equipped itself with risk management and internal audit. These two approaches, which function like two sides of one coin, function to provide early detection of possible risks faced by the Company, as well as provide evaluation and supervision of ongoing business processes.

Transparency of information to shareholders is also a concern for management. Through the function of Corporate Secretary, the Company provides comprehensive information to shareholders and all stakeholders. Companies realize that information transparency is an inseparable part of sustainable development which is supported by the involvement of stakeholders in the indirect monitoring process.

Transparansi informasi yang komprehensif juga dilakukan melalui penyajian Laporan Keuangan Teraudit, yang telah melalui proses audit independen oleh akuntan publik. Penunjukan akuntan publik juga dilakukan melalui rangkaian mekanisme berjenjang, yang melibatkan pemegang saham melalui RUPS. Hal ini dilakukan untuk menjaga independensi akuntan publik, yang pada akhirnya akan memberikan opini yang sesuai dengan ketentuan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Agar penerapan prinsip GCG dapat terukur, Perseroan melakukan assessment secara periodik tahunan. *Assessment* ini, baik *assessment* oleh pihak independen maupun *self assessment* yang dilakukan tim internal, akan menjadi evaluasi dan masukan bagi perbaikan penerapan prinsip GCG di lingkup Perseroan.

Perusahaan juga memiliki mempunyai komitmen yang kuat untuk melandaskan setiap kegiatannya pada prinsip Pengelolaan Perusahaan yang Baik atau *Good Corporate Governance*. Perusahaan mengimplementasikan sistem pelaporan pelanggaran (*whistleblowing system*/WBS). Perseroan telah melakukan sosialisasi terkait WBS kepada seluruh *stakeholder*, baik secara langsung melalui tatap muka antara manajemen dengan seluruh karyawan, baik secara tidak langsung melalui website Perseroan. Pelaksanaan sosialisasi bertujuan untuk memberikan pemahaman tentang sistem pelaporan pelanggaran di lingkup Pertamedika IHC.

Comprehensive information transparency is also carried out through the presentation of Audited Financial Reports, which have gone through an independent audit process by public accountants. The appointment of a public accountant is also carried out through a series of tiered mechanisms, involving shareholders through the GMS. This is done to maintain the independence of public accountants, who will ultimately provide opinions in accordance with the provisions of Financial Accounting Standards (SAK) that apply in Indonesia. So that the implementation of GCG principles can be measured, the Company carries out periodic assessments every year. This assessment, both an assessment by an independent party and a self-assessment carried out by an internal team, will serve as evaluation and input for improving the implementation of GCG principles within the Company.
The company also has a strong commitment to base every activity on the principles of Good Corporate Governance. The company implements a violation reporting system (whistleblowing system/WBS). The Company has carried out outreach regarding WBS to all stakeholders, either directly through face-to-face meetings between management and all employees, or indirectly through the Company's website. The socialization aims to provide an understanding of the violation reporting system within the scope of Pertamedika IHC.

## PERUBAHAN KOMPOSISI DIREKSI

Tidak terdapat perubahan susunan dan komposisi Anggota Direksi di sepanjang tahun 2023. Dengan demikian, susunan dan komposisi Anggota Direksi hingga akhir tahun 2023 berjumlah 4 (empat) orang, yang terdiri dari 1 (satu) orang Direktur Utama dan 3 (tiga) orang Direktur.

## CHANGES IN BOARD OF DIRECTORS COMPOSITION

There are no changes to the structure and composition of the members of the Board of Directors throughout 2023. Thus, the structure and composition of the members of the Board of Directors until the end of 2023 are 4 (four) people, consisting of 1 (one) President Director and 3 (three) Directors.

## Akhir Kata

Atas pencapaian yang berhasil diraih tahun 2023, izinkan Direksi menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris, serta Pemegang Saham utama, yaitu PT Pertamina (Persero). Terima kasih juga diucapkan kepada regulator, pelanggan, pemasok, dan mitra usaha, atas kerja sama yang telah tercipta. Kepada seluruh karyawan, Direksi menyampaikan apresiasi setinggi-tingginya atas kerja keras dan kerja cerdas yang telah ditunjukkan. Semoga pencapaian ini akan menginspirasi seluruh pihak untuk dapat terus mengoptimalkan kemampuannya dan menjadi modal Perseroan untuk dapat terus tumbuh berkembang hingga ke masa-masa yang akan datang.

## Closure

For the achievements achieved in 2023, allow the Board of Directors to express respect and gratitude to the Board of Commissioners, as well as the major shareholder, namely PT Pertamina (Persero). Gratitude are also sent to regulators, customers, suppliers and business partners, for the cooperation that has been created. To all employees, the Board of Directors expressed its highest appreciation for the hard work and smart work that has been demonstrated. We hope that this achievement will inspire all parties to continue optimizing their capabilities and become capital for the Company to continue to grow into the future.

Jakarta, Mei 2024
Jakarta, May 2024

**Mira Dyah Wahyuni**
Direktur Utama
President Director

# Surat Pernyataan Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Pertamina Bina Medika IHC

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Bina Medika IHC tahun 2023 telah dimuat secara lengkap, dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan dimaksud.

Demikian pernyataan ini dibuat dengan sebenarnya.

# Responsibility Statement of Board of Commissioners Regarding PT Pertamina Bina Medika IHC 2023 Annual Report

We the undersigned hereby confirm that all information in the Annual Report of PT Pertamina Bina Medika IHC for 2023 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, Mei 2024
Jakarta, May 2024

**Dewan Komisaris**
Board of Commissioners
PT Pertamina Bina Medika IHC

**Farid Harianto**
Komisaris Utama
President Commissioner

**L. Rizka Analucia**
Komisaris
Commissioner

**Dante Saksono Harbuwono**
Komisaris Independen
Independent Commissioner

**Henry Hendrawan**
Komisaris
Commissioner

# Surat Pernyataan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Pertamina Bina Medika IHC

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Bina Medika IHC tahun 2023 telah dimuat secara lengkap, dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan dimaksud.

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# Responsibility Statement of Board of Directors Regarding PT Pertamina Bina Medika IHC 2023 Annual Report

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This statement is hereby made in all truthfulness.

Jakarta, Mei 2024
Jakarta, May 2024

**Direksi**
Board of Directors
PT Pertamina Bina Medika IHC

**Mira Dyah Wahyuni**
Direktur Utama
President Director

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

**Budi Raharjo Legowo**
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

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

# 3

# Profil Perusahaan

## Company Profile

**Pertamedika IHC senantiasa meningkatkan kepuasan pasien dengan memberikan diagnosis yang holistic dan menyediakan manajemen yang komprehensif melalui upaya-upaya promosi, preventif, kuratif, dan rehabilitatif.**
Pertamedika IHC always improve the patient satisfaction by providing a holistic diagnosis and providing comprehensive management through promotional, preventive, curative and rehabilitative efforts.

# Informasi Umum Perusahaan
## General Company Information

**Nama Perusahaan**
Company Name

**PT Pertamina Bina Medika IHC**

**Informasi Perubahan Nama Pada Tahun Buku**
Information on Name Changes in the Fiscal Year

Tidak Terdapat Perubahan Nama Perseroan Pada Tahun Buku.
There was no change in the name of the Company in the Fiscal Year.

**Tanggal Pendirian**
Date of Establishment

21 Oktober 1997
October 21, 1997

**Dasar Hukum Pendirian**
Legal Basis of Appointment

Akta Pendirian 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

Perseroan Terbatas
Limited Liability Company

**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**
Issued 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 Saham**
Share Ownership

- PT Pertamina (Persero): 81,11%
- PT Pelabuhan Indonesia (Persero): 6,00%
- PT Perkebunan Nusantara X: 5,62%
- PT Perkebunan Nusantara XI: 1,94%
- PT Timah Tbk: 1,78%
- PT Perkebunan Nusantara XII: 1,74%
- PT Krakatau Steel (Persero): 0,75%
- PT Krakatau Industrial Estate Cilegon: 0,6%
- PT Krakatau Sarana Industri : 0,44%
- PT Pertamina Pedeve Indonesia: 0,01%

**Jumlah Karyawan Per 31 Desember 2023**
Total Employees as of December 31, 2022

15.549 Orang
15.549 People

**Total Aset Per 31 Desember 2023**
Total Assets As Of December 31, 2023

Rp7.437.590.000

**Alamat Kantor**
Office Address

JL. Kyai Maya No. 43 Kebayoran Baru, Jakarta Selatan 12120
JL. Kyai Maya No. 43 Kebayoran Baru, South Jakarta 12120

## Kontak Perusahaan
Company Contact

Sekretaris Perusahaan
Corporate Secretary

Ibu Sari Narulita
Mrs. Sari Narulita

Call Center : 150442
Email : info3@pertamedika.co.id
Website : www.pertamedika.co.id
Facebook : Pertamina Bina Medika
Instagram : @Pertaminabinamedika

## Jaringan Usaha
Business Network

16 Unit Usaha / Business Units
10 Anak Perusahaan / Subsidiaries
36 Rumah Sakit / Hospitals
68 Klinik / Clinics

# Riwayat Singkat Perseroan
## Brief History of The Company

Rumah Sakit Pertamina Pusat 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.

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 dinyatakan operasional pada tanggal 1 April 1999 dan tidak hanya melayani perawatan dan pengobatan kesehatan pekerja Pertamina dan keluarganya, tetapi juga melayani masyarakat umum. Saat itu, PT RSPP beroperasi 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).

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).

Pada 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). yang kemudian berganti nama menjadi Rumah Sakit Pertamina Tarakan.

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), which later changed its name to Pertamina Tarakan Hospital.

Di tahun 2010 dilaksanakan alih kelola RS Pertamina Sorong, serta RS Pertamina Plaju dan RS Pertamina Pangkalan Brandan di tahun 2011. Pada tahun ini juga Pertamedika mengembangkan bisnisnya melalui Kerja Sama Operasi (KSO) pengelolaan rumah sakit dengan pihak swasta, yaitu PT Bintang Amin Husada untuk mengelola RS Pertamina-Bintang Amin yang berlokasi di Lampung, PT Baiturrahim untuk mengelola RS Baiturrahim yang berlokasi di Jambi, dan PT Rosnati untuk mengelola RS Pertamedika Ummi Rosnati yang berlokasi di Aceh. Pada awal tahun 2018, Pertamedika juga mengambil alih kelola 3 (tiga) RS Pertamina yaitu, RS Pertamina Cilacap, RS Pertamina Balongan, dan RS Dumai.

In 2010, Pertamina Sorong Hospital was transferred to management, as well as Pertamina Plaju Hospital and Pertamina Pangkalan Brandan Hospital in 2011. In this year, Pertamedika also developed its business through Joint Operation (KSO) for hospital management with the private sector, namely PT Bintang Amin Husada to manage Pertamina-Bintang Amin Hospital located in Lampung, PT Baiturrahim to manage Baiturrahim Hospital located in Jambi, and PT Rosnati to manage Pertamedika Ummi Rosnati Hospital located in Aceh. At the beginning of 2018, Pertamedika also took over the management of 3 (three) Pertamina hospitals, namely, Pertamina Cilacap Hospital, Pertamina Balongan Hospital, and Dumai Hospital.

Pada 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 dimuat dalam Akta No. 18 tanggal 5 Desember 2018, dibuat di

In 2018, shareholders issued a Circular Shareholder Decree regarding the change of company name from PT Pertamina Bina Medika to PT Pertamina Bina Medika IHC. This name change is contained in Deed No. 18 dated December 5, 2018, made before Adi Triharso, S.H., Notary in Jakarta, which

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.

Pada tahun 2016, dilakukan konsolidasi RS BUMN, di mana melalui Surat Menteri BUMN Republik Indonesia No. S-736/MBU/12/2016 tanggal 21 Desember 2016 perihal Pembentukan *Holding* RS BUMN, Perseroan ditetapkan sebagai *Holding* Rumah Sakit BUMN.

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. Pada 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.

Di tahun 2023, Perseroan memulai pembangunan Bali International Hospital yang akan menjadi *flagship* hospital di Kawasan Ekonomi Khusus Kesehatan Sanur, Bali serta RS Panorama di Balikpapan yang akan beroperasi di Quartal akhir 2024. Selain itu, di tahun 2023, Perseroan meresmikan gedung baru di RS Pelni yang diberi nama Merial Tower sebagai komitmen dari perusahaan untuk menambah kapasitas layanan, serta mengumumkan RSPP sebagai member dari Mayo Clinic Care Network yang pertama di Asia Tenggara.

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.

In 2016, the consolidation of BUMN hospitals was carried out, where through the Letter of the Minister of BUMN of the Republic of Indonesia No. S-736/MBU/12/2016 dated December 21, 2016 concerning the Establishment of a BUMN Hospital Holding, the Company was designated as a BUMN Hospital Holding.

Furthermore, Pertamedika IHC carried out phase 1 and phase 2 of the integration of BUMN hospitals through corporate actions 1 and 2. Corporate actions phase 1 and phase 2 were completed in 2020 with the signing of a Shareholder Agreement between PT Pertamina Bina Medika IHC and Shareholders from 8 entities State-owned 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 phase 3 corporate action by signing an Operatorship Management Model Cooperation Agreement with 18 SOE subsidiaries that oversee 35 hospitals. Apart from that, there is operatorship cooperation with an educational hospital, namely the University of Indonesia Hospital.

In 2021, PT Pertamina Bina Medika IHC also increase its hospital network through operatorship collaboration with Syafira Hospital. In 2022, Pertamedika IHC will implement the Unlock Value program and Launch One Brand. Pertamedika IHC has also opened the Pertamina Royal Biringkanaya Makassar Hospital which was inaugurated by the Minister of SOE on March 30, 2022. It has also added to the network of KSO hospitals from PT NMU with Saras Ibnu Sukowati Hospital in the Sragen area, Central Java, and Dadi Hospital in Makassar, South Sulawesi.

In 2023, the Company began construction of the Bali International Hospital which will become the flagship hospital in the Sanur Special Economic Health Zone, Bali as well as the Panorama Hospital in Balikpapan which will operate in the end quarter of 2024. In addition, in 2023, the Company inaugurated a new building at Pelni Hospital which was named Merial Tower as a commitment from the company to increase service capacity, as well as announcing RSPP as a member of the first Mayo Clinic Care Network in Southeast Asia.

# Jejak Langkah
## Milestones

### 1962 - 2015

- **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

- **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

- **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 ("PBMIHC")
- Wide network with 14 hospitals and 1,250 beds

### 2019

- **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 8,879beds
- Partnership with Mayo Clinic
- Establishment of RS Makassar

### 2020

- **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

### 2021

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

### 2022

- **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

### 2023

- **IHC bermitra strategis dengan Indonesia Investment Authority (INA) dan Swire**
- **Launching Call Center IHC 150442**
- **Peresmian Merial Tower RS PELNI**
- **RS Pusat Pertamina resmi menjadi bagian dari Mayo Clinic Care Network**
- IHC has strategic partnerships with the Indonesia Investment Authority (INA) and Swire
- Launching Call Center IHC 150442
- nauguration of the PELNI Hospital Merial Tower
- Pertamina Central Hospital has officially become part of the Mayo Clinic Care Network

# Visi, Misi, dan Nilai Perusahaan
## Vision, Mission, and Corporate Values

Visi, Misi, dan Nilai Perseroan diberlakukan melalui Surat Keputusan Direksi PT Pertamina Bina Medika IHC No. Kpts: 0947/A00000/2019-S0 tanggal 1 Oktober 2019 dan telah mendapatkan persetujuan dari Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No. 029/DK.PBM/2019-S0 tanggal 31 Juli 2019. Visi, Misi, dan Nilai Perseroan senantiasa ditelaah secara berkala untuk memastikan relevansinya dengan perkembangan lingkungan bisnis serta tantangan yang dihadapi Perseroan. Perumusan Visi, Misi, dan Nilai Perseroan dilakukan melalui kajian secara mendalam dengan melibatkan Pemegang Saham, Dewan Komisaris dan Direksi, jajaran Perseroan dan pemangku kepentingan Perseroan.

The Company's Vision, Mission and Values are implemented through the Decree of the Directors of PT Pertamina Bina Medika IHC No. Kpts: 0947/A00000/2019-S0 dated October 1, 2019 and has received approval from the Board of Commissioners through Board of Commissioners Decree No. 029/DK.PBM/2019-S0 dated 31 July 2019. The Company's Vision, Mission and Values are regularly reviewed to ensure their relevance to developments in the business environment and the challenges faced by the Company. The formulation of the Company's Vision, Mission and Values is carried out through in-depth studies involving Shareholders, Board of Commissioners and Directors, Company officials and Company stakeholders.

## VISI Vision

**Membangun Korporasi Kesehatan Indonesia untuk Mewujudkan Ketahanan Kesehatan Nasional**

To Build Indonesian Health Corporation to Establish National Health Resilience.

## Misi Mission

**01** **Membangun kolaborasi ekosistem bidang usaha kesehatan**
Build collaborative ecosystem in the healthcare sector

**02** **Melakukan aksi korporasi terhadap bisnis *health care* Indonesia**
Execute corporation actions towards Indonesian healthcare business

**03** **Memberikan pelayanan kesehatan dengan standar terbaik**
Provide healthcare service with the best standards

**04** **Menciptakan model bisnis baru dan integrasi data kesehatan berbasis digital**
Create new business model and digital-based healthcare data integration

# Nilai Perusahaan
## Corporate Value

# AKHLAK

**Amanah**
Trustworthy

**Memegang teguh kepercayaan yang diberikan.**
Uphold the trust given.

**Kompeten**
Competent

**Terus belajar dan mengembangkan kapabilitas.**
Continue to learn and develop capabilities.

**Harmonis**
Harmonious

**Saling peduli dan menghargai perbedaan.**
Mutual care and respect for differences.

**Loyal**
Loyal

**Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.**
Dedicated and prioritized interests of the Nation and State.

**Adaptif**
Adaptive

**Terus berinovasi dan antusias dalam menggerakkan perubahan.**
Continue to innovate and be enthusiastic in driving change.

**Kolaboratif**
Collaborative

**Membangun kerja sama yang sinergis.**
Building synergistic cooperation.

## Sosialisasi dan Internalisasi Nilai Perusahaan

Untuk melakukan internalisasi nilai nilai utama AKHLAK dan perilaku implementasi budaya yang dianggap kritikal tersebut, Pertamedika IHC melakukan berbagai program budaya di setiap unit usaha dan anak perusahaan Pertamedika IHC yang didukung oleh manajemen dan Direksi. Program budaya yang dilakukan menyasar pada *people*, proses dan *system* dan disesuaikan dengan kondisi dan kebutuhan masing masing organisasi sehingga sesuai dengan *kebutuhan* dalam pencapaian kinerja dan dapat diterapkan sehari hari.

Sementara itu, Fungsi *Human Capital and General Affair* melalui fungsi *Culture and Change Management* terus meningkatkan level *living core value* AKHLAK di lingkungan Pertamedika IHC. Terdapat 5 (lima) level *culture* maturitas yang dimiliki yaitu *Awareness, Acceptance, Engagement, Commitment* dan *Ownership*, dengan beberapa parameter yang harus dicapai sebagai indikator dalam setiap levelnya.

Pertamedika IHC telah menerapkan nilai nilai utama *(Core Values)* AKHLAK sejak tahun 2020, 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 dan 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, serta SK Direktur Utama PERTAMEDIKA IHC No.Kpts-1569/A00000/2020-S0 tentang Penerapan Nilai Nilai Utama (Core Values) AKHLAK di Pertamedika IHC, Anak Perusahaan serta Afiliasi terkonsolidasi, yang telah diperbaharui pada tahun 2023 dengan Surat Keputusan Direktur Utama PERTAMEDIKA IHC No.Kpts-0421/ A00000/2023-S0.

Pada tahun 2023 Pertamedika IHC telah mencapai level *engagement*, hal ini ditunjukkan dengan hasil *Culture Maturity Assessment* baik di Korporat, 16 unit Usaha dan 8 Anak Perusahaannya dengan skor 342. Upaya monitoring secara one on one dilakukan oleh Unit Usaha dan Anak Perusahaan guna mencapai target peningkatan *maturity* level budaya, hal ini tercermin dari capaian yang didapat tahun 2023 dimana RS Pertamina Balikpapan dan PT Nusantara Medika Utama yang menduduki posisi ke-4 dan ke-5 pada *The Best Implementing* AKHLAK level *General Manager* di lingkungan PT Pertamina (Persero).

## Socialization and Internalization of AKHLAK Values

To internalize the main values of AKHLAK and cultural implementation behavior which is considered critical, Pertamedika IHC carries out various cultural programs in each Pertamedika IHC business unit and subsidiary which is supported by management and the Board of Directors. The cultural program carried out targets people, processes and systems and is adapted to the conditions and needs of each organization so that it meets the needs for achieving performance and can be applied every day.

Meanwhile, the Human Capital and General Affairs function through the Culture and Change Management function continues to increase the level of living core values AKHLAK within the Pertamedika IHC environment. There are 5 (five) levels of cultural maturity, namely Awareness, Acceptance, Engagement, Commitment and Ownership, with several parameters that must be achieved as indicators at each level.

Pertamedika IHC has implemented the core values (Core Values) of AKHLAK since 2020, in accordance with the Circular Letter of the Ministry of SOE No. SE-7/ MBU/07/2020 concerning Core Values for 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 the Implementation of Akhlak Core Values in Pertamina, its Subsidiaries and Affiliates, as well as the Decree of the President Director of PERTAMEDIKA IHC No.Kpts-1569/A00000/2020-S0 concerning Implementation of AKHLAK Core Values in Pertamedika IHC, Subsidiaries and consolidated Affiliates, which have been updated in 2023 with the Decree of the President Director of PERTAMEDIKA IHC No.Kpts-0421/ A00000/2023-S0.

In 2023, Pertamedika IHC has reached the level of engagement, this is reflected by the results of the Culture Maturity Assessment in both Corporate, 16 Business units and 8 Subsidiaries with a score of 342. One on one monitoring efforts are carried out by Business Units and Subsidiaries in order to achieve the target of increasing the maturity level of culture, this is reflected in the achievements obtained in 2023 which Pertamina Balikpapan Hospital and PT Nusantara Medika Utama occupy the 4th and 5th positions in The Best Implementing AKHLAK at General Manager level within PT Pertamina (Persero)

# Kegiatan Usaha
## Business Activities

Berdasarkan ketentuan Pasal 3 Akta No. 64/2023, maksud dan tujuan Perseroan ialah menjalankan usaha di bidang perumahsakitan. Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha Aktivitas Rumah Sakit Swasta.

Based on the provisions of Article 3 of Deed No. 64/2023, the Company's purposes and objectives are to carry out business in the hospital sector. To achieve the purposes and objectives mentioned above, the Company can carry out Private Hospital Activities business activities.

## Produk dan Jasa

Dalam menjalankan kegiatan usaha di bidang layanan kesehatan, Pertamedika IHC menghadirkan beberapa diferensiasi jasa dan layanan kesehatan, sebagaimana dijelaskan melalui bagan berikut:

## Products and Services

In carrying out business activities in the health services sector, Pertamedika IHC presents several differentiation services and health services, as explained in the following chart:

Adapun jasa layanan kesehatan yang diberikan hingga akhir tahun 2023, sebagai berikut:

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.

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

The health services provided until the end of 2023 are as follows:

1. Outpatient Services
   Outpatient Services are medical services to a patient for the purposes 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 have their health complaints checked or resolved by visiting modern or traditional health service places without staying overnight, including bringing medical staff to the patient's home, services via tele-consultation, and so on.

2. Inpatient Services
   Inpatient installation (hospitalization) is a term that is a process of treating patients 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 professional staff. medical

dari para petugas profesional medis dan perawatan, keperawatan dan rehabilitasi medik.

3. 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 Perseroan yaitu upaya pengendalian serangga yang dapat menimbulkan penyakit atau gangguan kesehatan kepada manusia melalui tindakan *spraying, fogging, rodent control, termite contro*l dan kegiatan fumigasi maupun pemeriksaan air. Melalui kegiatan sanitasi lingkungan maka pelanggan dapat melakukan pencegahan sekaligus menjadikan lingkungan hidup yang sehat.

4. *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. *Ambulance Assistant & 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 standar operasional internasional.

6. *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 apapun yang ditemukan di tempat kerja.

7. *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.

and nursing, nursing and medical rehabilitation.

3. Environmental Sanitation
   Pertamedika IHC is experienced in carrying out environmental sanitation activities and serves both PT Pertamina (Persero), private companies and individual and group requests from the general public. Environmental sanitation carried out includes Pest Control activities, namely efforts to control insects that can cause Disease or health problems to humans through spraying, fogging, rodent control, termite control and fumigation and water inspection activities. Through environmental sanitation activities, customers can take precautions and create a healthy living environment.

4. Home Health Care
   Pertamedika IHC has home care facilities for patients who cannot undergo examination or treatment at the clinic or hospital. In terms of home care, PT Pertamedika IHC provides various care and therapy services and is equipped with the medical equipment needed for patient care.

5. Ambulance Assistant & 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.

6. Occupational Health and Industrial Hygiene (OHIH)
   Pertamedika IHC has Occupational Health and Industrial Hygiene or OHIH services, to protect employees and the company. Complying with occupational health and safety regulations means more than just providing helmets and protective clothing. In the workplace there are several things that can be a source of risk, for example exposure to gas and radiation, as well as dangers 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 discovered in the workplace.

7. Burn Unit
   The Pertamedika IHC Burn Unit is equipped with facilities and integrated patient care involving trained paramedics and specialist fields, especially plastic surgery, medical rehabilitation and trauma recovery consultations.

8. *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 dapat untuk 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.

8. Telemedicine
   Online consultations regarding health issues that have become widespread in recent years have increasingly become an option, especially in the midst of the COVID-19 pandemic. Telemedicine aims to provide clinical support and can overcome geographical 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 via video call media. So, both doctors and patients can interact directly for consultations. Through IHC Telemed, patients can consult with Pertamedika IHC expert doctors and pharmacy services.

## Daftar Unit Bisnis Perseroan

Kinerja jasa dan layanan kesehatan Pertamedika IHC didukung oleh 15 unit bisnis Rumah Sakit dengan *brand* "RS Pertamina" yang dikelola secara langsung oleh Pertamedika IHC serta 1 unit bisnis klinik "Klinik Pertamina IHC".

## List of Company Business Units

The performance of Pertamedika IHC's health merit and services is supported by 15 hospital business units with the "Pertamina Hospital" brand which are managed directly by Pertamedika IHC as well as 1 clinic business unit "Pertamina IHC Clinic".

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

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| <br>**Jl. Kyai Maja No 43, Kebayoran Baru, Jakarta Selatan 12120**<br>**Telp: 021-7219300-400**<br>**Faks: 021-7203540**<br>**Customer Care:**<br>**021-7219800 (Pemasaran)**<br>**021-7219892 (Humas)**<br>**Website: www.rspp.co.id** | **B** | **215** | • **Penyakit Dalam**<br>• **Anak**<br>• **Bedah**<br>• **Obgyn**<br>• **Mata**<br>• **THT**<br>• **Saraf**<br>• **Jantung dan Pembuluh Darah**<br>• **Kulit dan Kelamin**<br>• **Kedokteran Jiwa**<br>• **Paru**<br>• **Orthopaedi dan Traumatologi**<br>• **Urologi**<br>• **Bedah Saraf**<br>• **Bedah Plastik Rekonstruksi dan Estetika**<br>• **Bedah Anak**<br>• **Bedah Thorax Cardiac dan Vaskuler**<br>• **Bedah Mulut**<br>• **Konservasi/Endodonsi**<br>• **Orthodonti**<br>• **Periodonti**<br>• **Prosthodonti**<br>• **Pedodonti**<br>• **Bedah Digestif**<br>• **Bedah Onkologi**<br>• **Bedah Vaskuler**<br>• **Gastroenterologi-Hepatologi**<br>• **GInjal Hipertensi**<br>• **Reumatologi**<br>• **Hematologi Onkologi**<br>• **Fertilitas dan Endokrinologi**<br>• **Reproduksi**<br>• **Onkologi Ginekologi**<br>• **Obstetri GInekologi Sosial**<br>• **Subspesialis Lainnya**<br>• **Anestesi dan Terapi Intensif** | • Internal Disease<br>• Child<br>• Surgery<br>• Obgyn<br>• Eye<br>• ENT<br>• Nerve<br>• Heart and Blood Vessels<br>• Dermatology and Venereology<br>• Psychiatry<br>• Lungs<br>• Orthopedics and Traumatology<br>• Urology<br>• Neurosurgery<br>• Reconstructive and Aesthetic Plastic Surgery<br>• Pediatric Surgery<br>• Thorax Cardiac and Vascular Surgery<br>• Mouth surgery<br>• Conservation/Endodontics<br>• Orthodontics<br>• Periodontics<br>• Prosthodontics<br>• Pedodontics<br>• Digestive Surgery<br>• Surgical Oncology<br>• Vascular Surgery<br>• Gastroenterology-Hepatology<br>• Kidney Hypertension<br>• Rheumatology<br>• Hematology Oncology<br>• Fertility and Endocrinology<br>• Reproduction<br>• Gynecological Oncology<br>• Obstetrics Gynecology Social<br>• Other Subspecialties<br>• Anaesthesia and Intensive Therapy |

## Rumah Sakit Pusat Pertamina (RSPP)

Pertamina Central Hospital (RSPP)

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| **Jl. Kyai Maja No 43, Kebayoran Baru, South Jakarta 12120**<br>**Tel: 021-7219300-400**<br>**Fax: 021-7203540**<br>**Customer Care:**<br>**021-7219800 (Marketing)**<br>**021-7219892 (Public Relations)**<br>**Website: www.rspp.co.id** | **B** | **215** | • **Rehab Medik**<br>• **Radiologi Diagnostik Non Invasive**<br>• **Radiologi Diagnostik Invasif**<br>• **Patologi Klinik**<br>• **Patologi Anatomi**<br>• **Akupuntur**<br>• **Radioterapi**<br>• **Kedokteran Nuklir Gizi Klinik**<br>•<br>• **Anestesi Terapi Intensif**<br>• **Dialisis**<br>• **CSSD Gizi**<br>• **Rekam Medis**<br>• **Farmasi**<br>• **Pelayanan Darah**<br>• **MCU**<br>• **IGD** | • Medical Rehab<br>• Non-Invasive Diagnostic Radiology<br>• Invasive Diagnostic Radiology<br>• Clinical Pathology<br>• Anatomical Pathology<br>• Acupuncture<br>• Radiotherapy<br>• Nuclear Medicine Clinical Nutrition<br>• Intensive Therapeutic Anesthesia<br>• Dialysis<br>• CSSD Nutrition<br>• Medical Records<br>• Pharmacy<br>• Blood Service<br>• MCU<br>• Emergency Room |

## Rumah Sakit Pertamina Balikpapan (RSPB)

Pertamina Hospital Balikpapan (RSPB)

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| <br>**Jl. Jend Sudirman No 1 Balikpapan**<br>**Telp: 0542-421212**<br>**Faks: 0542-736134** | **C** | **160** | • **Penyakit Dalam**<br>• **Anak**<br>• **Bedah**<br>• **Obgyn**<br>• **Mata**<br>• **THT**<br>• **Saraf**<br>• **Jantung dan Pembuluh Darah**<br>• **Kulit dan Kelamin**<br>• **Kedokteran Jiwa**<br>• **Paru**<br>• **Orthopaedi dan Traumatologi**<br>• **Urologi**<br>• **Bedah Saraf**<br>• **Bedah Plastik Rekonstruksi dan**<br>• **Estetika**<br>• **Bedah Anak**<br>• **Bedah Thorax Cardiac dan Vaskuler**<br>• **Bedah Mulut**<br>• **Konservasi/Endodonsi**<br>• **Orthodonti**<br>• **Periodonti**<br>• **Prosthodonti**<br>• **Bedah Digestif**<br>• **Bedah Onkologi**<br>• **Bedah Vaskuler**<br>• **Kardiovaskuler**<br>• **Pulmonologi**<br>• **Tumbuh Kembang Anak**<br>• **Onkologi Ginekologi**<br>• **Obstetri Ginekologi Sosial**<br>• **Subspesialis Lainnya**<br>• **Anestesi dan Terapi Intensif**<br>• **Rehab Medik**<br>• **Radiologi Diagnostik Non Invasive**<br>• **Patologi Klinik**<br>• **Patologi Anatomi**<br>• **Akupuntur**<br>• **Gizi Klinik**<br>• **Dialisis**<br>• **CSSD**<br>• **Gizi**<br>• **Rekam Medis**<br>• **Farmasi**<br>• **Pelayanan Darah**<br>• **MCU**<br>• **IGD** | • Internal Disease<br>• Child<br>• Surgery<br>• Obgyn<br>• Eye<br>• ENT<br>• Nerve<br>• Heart and Blood Vessels<br>• Dermatology and Venereology<br>• Psychiatry<br>• Lungs<br>• Orthopaedics and Traumatology<br>• Urology<br>• Neurosurgery<br>• Reconstructive and Aesthetic Plastic Surgery<br>• Pediatric Surgery<br>• Thorax Cardiac and Vascular Surgery<br>• Mouth surgery<br>• Conservation/Endodontics<br>• Orthodontics<br>• Periodontics<br>• Prosthodontics<br>• Digestive Surgery<br>• Surgical Oncology<br>• Vascular Surgery<br>• Cardiovascular<br>• Pulmonology<br>• Child Development<br>• Gynecological Oncology<br>• Social Gynecology Obstetrics<br>• Other Subspecialties<br>• Anesthesia and Intensive Therapy<br>• Medical Rehab<br>• Non-Invasive Diagnostic Radiology<br>• Clinical Pathology<br>• Anatomical Pathology<br>• Acupuncture<br>• Clinical Nutrition<br>• Dialysis<br>• CSSD<br>• Nutrition<br>• Medical Records<br>• Pharmacy<br>• Blood Service<br>• MCU<br>• Emergency Room |

## Rumah Sakit Pertamina Jaya (RSPJ)
Pertamina Jaya Hospital (RSPJ)

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

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

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

## Rumah Sakit Pertamina Prabumulih (RSPPBM)

Pertamina Hospital Prabumulih (RSPPBM)

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

## Rumah Sakit Pertamina Tanjung (RSPT)

Pertamina Hospital Tanjung (RSPT)

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

## Rumah Sakit Pertamina Tarakan
Pertamina Hospital Tarakan

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

## Rumah Sakit Pertamina Pangkalan Brandan
Pertamina Hospital Pangkalan Brandan

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| <br>**Jl. Wahidin No 01**<br>**Pangkalan Brandan**<br>**Langkat, Sumatera Utara**<br>**Telp: 0620-322455**<br>**Faks: 0620-323392, 20120**<br>Jl. Wahidin No. 01<br>Brandan Base<br>Langkat, Sumatra North<br>Tel: 0620-322455<br>Fax: 0620-323392, 20120 | **C** | **102** | • **Penyakit Dalam**<br>• **Anak**<br>• **Bedah**<br>• **Obgyn**<br>• **Mata**<br>• **THT**<br>• **Paru**<br>• **Kulit dan Kelamin**<br>• **Rehab Medik**<br>• **Anestesi dan Terapi Intensif**<br>• **Radiologi Diagnostik Non Invasive**<br>• **Patologi Klinik**<br>• **Patologi Anatomi**<br>• **Dialisis**<br>• **CSSD**<br>• **Gizi**<br>• **Rekam Medis**<br>• **Farmasi**<br>• **Pelayanan Darah**<br>• **MCU**<br>• **IGD** | • Internal Disease<br>• Child<br>• Surgery<br>• Obgyn<br>• Eye<br>• ENT<br>• Lungs<br>• Dermatology and Venereology<br>• Medical Rehab<br>• Anesthesia and Intensive Therapy<br>• Non Invasive Diagnostic Radiology<br>• Clinical Pathology<br>• Anatomical Pathology<br>• Dialysis<br>• CSSD<br>• Nutrition<br>• Medical Records<br>• Pharmacy<br>• Blood Service<br>• MCU<br>• Emergency Room |

## Rumah Sakit Umum Pertamina Palembang

Pertamina General Hospital, Palembang

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

## Rumah Sakit Pertamina Sorong

Pertamina Hospital Sorong

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

## Rumah Sakit Pertamina Cilacap
Pertamina Hospital Cilacap

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

## Rumah Sakit Pertamina Balongan
Pertamina Hospital Balongan

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

## Rumah Sakit Pertamina Dumai
Pertamina Hospital Dumai

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| <br>**Jl. Raya Bukit Datuk, Dumai, Riau 28825**<br>**Telp: 0765-44360**<br>**Faks: 0765-38730** | D | 61 | • **Penyakit Dalam**<br>• **Anak**<br>• **Bedah**<br>• **Obgyn**<br>• **Anestesi dan Terapi Intensif**<br>• **Radiologi Diagnostik Non Invasive**<br>• **Patologi Klinik**<br>• **Dialisis**<br>• **CSSD**<br>• **Gizi**<br>• **Rekam Medis**<br>• **Farmasi**<br>• **Pelayanan Darah**<br>• **MCU**<br>• **IGD** | • Internal Disease<br>• Child<br>• Surgery<br>• Obgyn<br>• Anesthesia and Intensive Therapy<br>• Non-Invasive Diagnostic Radiology<br>• Clinical Pathology<br>• Dialysis<br>• CSSD<br>• Nutrition<br>• Medical Records<br>• Pharmacy<br>• Blood Service<br>• MCU<br>• Emergency Room |

## Rumah Sakit Pertamina Rantau
Pertamina Hospital Rantau

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

## Rumah Sakit Pertamina Royal Biringkanaya
Pertamina Hospital Royal Biringkanaya

| Alamat dan Kontak<br>Address and Contact | Tipe RS<br>Hospital Type | Kapasitas Tempat Tidur<br>Bed Capacity | Jenis Layanan<br>Services | |
|---|---|---|---|---|
| <br>**Jl. Pajjalyyang Sudiang Raya, Biring Kanaya, Ujung Pandang, Sulawesi Selatan**<br>Jl. Pajjalyyang Sudiang Raya, Biring Kanaya, Ujung Pandang, South Sulawesi | B | 50 | • **Penyakit Dalam**<br>• **Anak**<br>• **Bedah**<br>• **Obgyn**<br>• **Saraf**<br>• **Bedah Saraf**<br>• **Jantung dan Pembuluh Darah**<br>• **Anestesi**<br>• **Bedah Thorax dan Kardiovaskuler**<br>• **Kedokteran Fisik dan Rehabilitasi**<br>• **Radiologi Diagnostik**<br>• **Patologi Klinik**<br>• **CSSD**<br>• **Gizi**<br>• **Rekam Medis**<br>• **Farmasi**<br>• **MCU**<br>• **IGD** | • Internal Disease<br>• Child<br>• Surgery<br>• Obgyn<br>• Nerve<br>• Neurosurgery<br>• Heart and Blood Vessels<br>• Anesthesia<br>• Thorax and Cardiovascular Surgery<br>• Physical Medicine and Rehabilitation<br>• Diagnostic Radiology<br>• Clinical Pathology<br>• CSSD<br>• Nutrition<br>• Medical Records<br>• Pharmacy<br>• MCU<br>• Emergency Room |

## Unit Bisnis Klinik Pertamina IHC

Unit Bisnis Klinik Pertamedika IHC didirikan pada tahun 2020. Hingga akhir tahun 2023, Pertamedika IHC membawahi 32 klinik di wilayah Jakarta, Bogor, Depok, Tangerang, Bekasi (Jabodetabek), yang terdiri dari 1 (satu) klinik utama, dan 31 klinik UKK. Berikut adalah daftar klinik utama dan klinik utama.

## Pertamina IHC Clinic Business Unit

Pertamedika IHC Clinic Business Unit was established in 2020. By the end of 2023, Pertamedika IHC oversees 32 clinics in the Jakarta, Bogor, Depok, Tangerang, Bekasi (Jabodetabek) area, consisting of 1 (one) main clinic, and 31 UKK clinics. Below is the list of main clinics and primary clinics.

| 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 |

IHC

# Wilayah Operasional
## Operational Areas

Wilayah operasional Pertamedika IHC tersebar di berbagai wilayah Indonesia, sebagaimana dijelaskan melalui peta jaringan wilayah operasi berikut ini:

Pertamedika IHC's operational areas are spread across various regions in Indonesia, as explained in the following operational area network map:

**Keterangan**
Note

**Rumah Sakit/Klinik**
Hospital/Clinic

**75 Rumah Sakit**
75 Hospitals

**172 Klinik**
172 Clinics

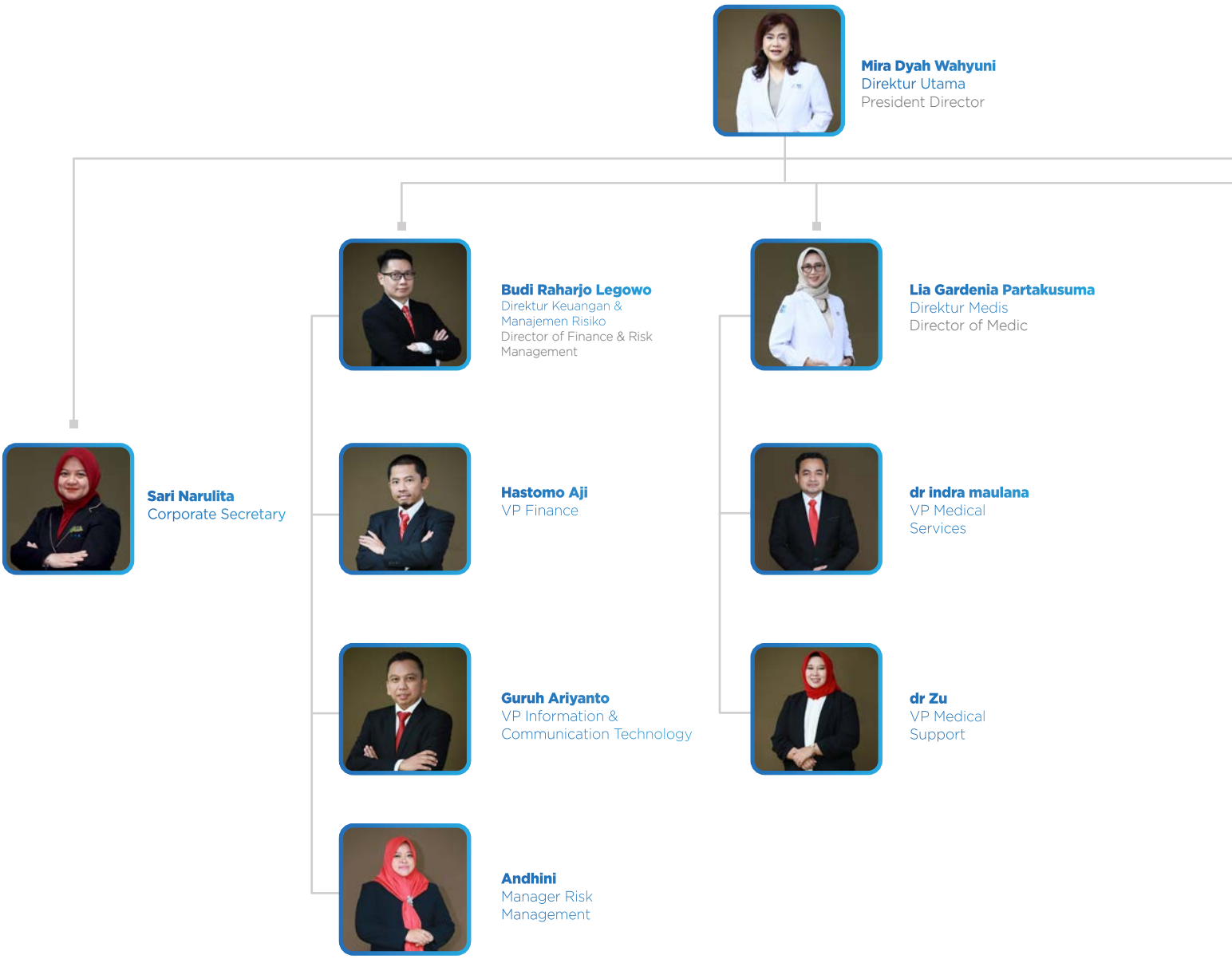
# Struktur Organisasi
## Organizational Structure

Struktur organisasi disusun melalui kajian yang mendalam dan diselaraskan dengan Visi dan Misi Perseroan serta mempertimbangkan perkembangan dan kebutuhan Perusahaan. Struktur organisasi yang berlaku per 33 Desember 2022 telah disetujui oleh Dewan Komisaris dan ditetapkan berdasarkan Keputusan Direksi Nomor 1060/A00000/2023-S8.

The organizational structure is prepared through in-depth study and is aligned with the Company's Vision and Mission and considers the Company's developments and needs. The organizational structure in effect as of 33 December 2022 has been approved by the Board of Commissioners and determined based on Directors' Decree Number 1060/A00000/2023-S8.

### Struktur Organisasi Pertamedika IHC Per 31 Desember 2023

### Pertamedika IHC Organizational Structure as of 31 December 2023



**Asep Saepul Rohmat**
Direktur SDM & Pengadaan
Director of HR & Procurement

**dr. Riny Utami**
VP Human Capital &
General Affair

**Imam Subagja**
Manager
Procurement

**vacant**
Direktur Operasi
Operations Director

**Very Absalom P**
VP Corporate
Planning & Investment

**Raka Pradipta N**
VP Product Development
& marketing

**Nanang Taufik S**
Chief Audit Executive

# Keanggotaan Dalam Asosiasi
## Association Membership

Hingga 31 Desember 2023, Pertamedika IHC telah terdaftar dalam keanggotaan atau organisasi sebagaimana terlampir pada tabel berikut:

Until 31 December 2023, Pertamedika IHC has been registered with the membership or organization as attached in the following table:

| Nama Organisasi/Asosiasi<br>Name of Organization/ Association | Skala<br>Scale | Peran Keanggotaan<br>Membership Roles |
|---|---|---|
| **APINDO (Asosiasi Pengusaha Indonesia)**<br>**APINDO**<br>(Indonesian Entrepreneurs Association) | **Nasional**<br>National | **Anggota –**<br>**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**<br>Member -<br>Play an active role in building harmonious industrial relations, be proactive in supporting government policies in the business world, especially the healthcare industry, while remaining compliant with good corporate governance |
| **PERSI (Perhimpunan Rumah Sakit Indonesia**<br>PERSI (Indonesian Hospital Association | **Nasional**<br>National | **Anggota -**<br>**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**<br>Member -<br>Play an active role in the PERSI organization to work together to build and develop the Indonesian healthcare & hospital sector, realize good clinical governance and ethical governance of Indonesian hospitals, build the quality of Indonesian hospitals in supporting a national health system with high integrity and trust, both nationally and globally |
| **Mayo Clinic Care Network (MCCN)** | **Internasional**<br>International | **RSPP resmi menjadi bagian sekaligus member MCCN pertama dari Indonesia sekaligus akan memperoleh akses berbagi pengetahuan dan keahlian dari tim MCCN.**<br>RSPP officially becomes part and the first MCCN member from Indonesia and also gain access to share knowledge and expertise from the MCCN team. |

# Profil Dewan Komisaris
## Board of Commissioners Profile

**Farid Harianto**
**Komisaris Utama**
President Commissioner

Masa Jabatan: 24 Juni 2020-Sekarang (Periode Pertama)
Tenure: June 24, 2020-Present (First Period)

| Warga Negara Indonesia<br>Nationality | Domisili<br>Domicile | Usia<br>Age |
|---|---|---|
| Indonesian Citizens | DKI Jakarta<br>DKI Jakarta | 71 tahun per 31 Desember 2023<br>71 years old as of December 31, 2023 |

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 24, 2020.

**Riwayat Pendidikan**
- Ph.D. (*with distinction*) dari Wharton School/University of Pennsylvania, Amerika Serikat (1989)
- Sarjana Teknik Elektro dari Institut Teknologi Bandung (1975)

**Educational Background**
- Ph.D. (with distinction) from Wharton School/University of Pennsylvania, United States (1989)
- Bachelor of Electrical Engineering from Institut Teknologi Bandung (1975)

**Keahlian**
Ekonomi Keuangan
**Expertise**
Financial Economics

**Riwayat Pekerjaan**
- Wakil Ketua Badan Penyehatan Perbankan Nasional (1998 – 2000)
- Dewan Komisaris PT Siloam Hospitals Tbk (2008-2019)
- Penasihat Senior Gubernur Bank Indonesia Khusus untuk Resolusi Bank Indover (2008 – 2013)
- Staf Khusus Wakil Presiden Republik Indonesia (2009 – 2014)
- Vice Chairman of Pang Hlay Siloam Hospitals, Myanmar (2014-2019)
- Dewan Komisaris PT Bata International Tbk (2011 – Agustus 2020)
- Dewan Komisaris PT Toba Bara Sejahtera Tbk (2012 – Agustus 2020)

**Career History**
- Vice Chairman of the National Banking Restructuring Agency (1998 – 2000)
- Board of Commissioners of PT Siloam Hospitals Tbk (2008-2019)
- Senior Advisor to the Governor of Bank Indonesia Specifically for Bank Indover Resolution (2008 – 2013)
- Special Staff to the Vice President of the Republic of Indonesia (2009 – 2014)
- Vice Chairman of Pang Hlay Siloam Hospitals, Myanmar (2014-2019)
- Board of Commissioners of PT Bata International Tbk (2011 – August 2020)
- Board of Commissioners of PT Toba Bara Sejahtera Tbk (2012 – August 2020)

**Rangkap Jabatan**
- Dewan Komisaris PT Unggul Indah Cahaya Tbk (2005 – saat ini)
- Dewan Komisaris PT Triaptra Engineering (2019 – saat ini)
- Dewan Komisaris PT Indika Energy Tbk (2020 – saat ini)
- Anggota Komite Pemantau Risiko PT Maybank Indonesia Tbk
- Anggota Komite Audit PT Matahari Department Store Tbk

**Concurrent Position**
- Board of Commissioners at PT Unggul Indah Cahaya Tbk (2005 – present)
- Board of Commissioners at PT Triaptra Engineering (2019 – present)
- Board of Commissioners at PT Indika Energy Tbk (2020 – present)
- Member of the Risk Monitoring Committee at PT Maybank Indonesia Tbk
- Member of the Audit Committee at PT Matahari Department Store Tbk

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

**L. Rizka Analucia**
Komisaris
Commissioner

Masa Jabatan: 7 Juli 2022 - Sekarang (Periode Pertama)
Tenure: July 7, 2022 - Present (First Period)

**Kewarganegaraan**
**Warga Negara Indonesia**

Nationality
Indonesian Citizens

**Domisili**
Domicile

DKI Jakarta
DKI Jakarta

**Usia**
Age

55 tahun per 31 Desember 2023
55 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 7 Juli 2022.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated July 7, 2022.

**Riwayat Pendidikan**
- S-3 Doctor of Biomedical and Medicine dari Universitas Gadjah Mada, Indonesia
- **Educational Background**
- Doctor of Biomedical and Medicine from Universitas Gadjah Mada, Indonesia

**Keahlian**
Biomedis dan obat-obatan
**Expertise**
Biomedicine and medicine

**Riwayat Pekerjaan**
- 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 of Drug Registration - 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

**Career History**
- 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 of Drug Registration - 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**
- Direktur General Farmasi dan Alat Kesehatan Kementerian Kesehatan

**Concurrent Position**
- Director General of Pharmacy and Medical Devices, Ministry of Health

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

**Dante Saksono Harbuwono**
Komisaris
Commissioner

Masa Jabatan: 24 Juni 2020-Sekarang (Periode Kedua)
Tenure: June 24, 2020-Present (Second Period)

**Kewarganegaraan**
Warga Negara Indonesia

**Nationality**
Indonesian Citizens

**Domisili**
Domicile

DKI Jakarta
DKI Jakarta

**Usia**
Age

50 tahun per 31 Desember 2023
50 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 24, 2020.

**Riwayat Pendidikan**
- S-3 Doctor of Philosophy dari University of Yamanashi, Jepang (2008)

**Educational Background**
- Doctor of Philosophy from the University of Yamanashi, Japan (2008)

**Keahlian**
Spesialis penyakit dalam
**Expertise**
Internal medicine specialist

**Riwayat Pekerjaan**
- Asisten Ahli Fakultas Kedokteran Universitas Indonesia (2012 – 2014)
- Koordinator Divisi Pengembangan Bisnis Fakultas Kedokteran Universitas Indonesia (2013 – 2014)
- Lektor Fakultas Kedokteran Universitas Indonesia (2014 – 2018)
- Ketua Divisi Metabolik Endokrin Departemen Ilmu Penyakit Dalam (2017 – 2020)

**Career History**
- Expert Assistant at the Faculty of Medicine, Universitas Indonesia (2012 – 2014)
- Coordinator of the Business Development Division, Faculty of Medicine, Universitas Indonesia (2013 – 2014)
- Lector at the Faculty of Medicine, Universitas Indonesia (2014 – 2018)
- Head of the Endocrine Metabolic Division, Department of Internal Medicine (2017 – 2020)

**Rangkap Jabatan**
Tidak Ada

**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali

**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

**Henry Hendrawan**
**Komisaris**
Commissioner

Masa Jabatan: 9 Juni 2021 - Sekarang (Periode Pertama)
Tenure: June 9, 2021 - Present (First Period)

| Kewarganegaraan | Domisili | Usia |
|---|---|---|
| **Warga Negara Indonesia** | Domicile | Age |
| Nationality<br>Indonesian Citizens | DKI Jakarta<br>DKI Jakarta | 41 tahun per 31 Desember 2023<br>41 years old as of December 31, 2023 |

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021.

**Riwayat Pendidikan**
- Master of Business Administration (MBA) dari Cornell University (2009)
- Master of Engineering dari Cornell University (2004)
- Bachelor of Science dari Northwestern University di bidang Industrial Engineering dan Manufacturing Engineering (2002)

**Educational Background**
- Master of Business Administration (MBA) from Cornell University (2009)
- Master of Engineering from Cornell University (2004)
- Bachelor of Science from Northwestern University in Industrial Engineering and Manufacturing Engineering (2002)

**Keahlian**
Manajemen Bisnis
**Expertise**
Business management

**Riwayat Pekerjaan**
- Analyst and Associate Dredner Kleinwort Wasserstein (2004 – 2006)
- Associate Corinthian Capital Group (2006 – 2007)
- Senior Associate Demeter Financial Group (2009 – 2010)
- Kepala Divisi Konsumer, Telekomunikasi, Sales & Marketing The Boston Consulting Group (2010 – 2015)
- Chief Financial Officer Traveloka (2015 – 2019)
- Presiden Traveloka Group (2019 – 2021)

**Career History**
- Analyst and Associate Dredner Kleinwort Wasserstein (2004 – 2006)
- Associate Corinthian Capital Group (2006 – 2007)
- Senior Associate Demeter Financial Group (2009 – 2010)
- Head of Consumer, Telecommunications, Sales & Marketing Division of The Boston Consulting Group (2010 – 2015)
- Chief Financial Officer Traveloka (2015 – 2019)
- President of Traveloka Group (2019 – 2021)

**Rangkap Jabatan**
Tidak ada

**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

## Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

Pada tahun 2023, tidak terdapat perubahan susunan dan komposisi anggota Dewan Komisaris. Dengan demikian, susunan dan komposisi Anggota Dewan Komisaris Pertamedika IHC per 31 Desember 2023 berjumlah 4 (empat) orang, yang terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris, dan 1 (satu) orang Komisaris Independen.

## Changes in the Composition of Members of the Board of Commissioners and Reasons for the Changes

In 2023, there were no changes to the composition and composition of the members of the Board of Commissioners. Thus, the composition and composition of the members of the Pertamedika IHC Board of Commissioners as of 31 December 2023 is 4 (four) people, consisting of 1 (one) President Commissioner, 2 (two) Commissioners, and 1 (one) Independent Commissioner.

**Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 1 Januari - 31 Desember 2023**
Table of Composition and Basis for Appointment of the Board of Commissioners for the Period January 1 - December 31 2023

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Tenure |
|---|---|---|---|
| **Farid Harianto** | **Komisaris Utama**<br>President Commissioner | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020.**<br>Circular Shareholder Resolutions of PT Pertamina Bina Medika IHC dated June 24, 2020. | **24 Juni 2020-Sekarang (Periode Kedua)**<br>June 24, 2020-Present (Second Period) |
| **L. Rizka Analucia** | **Komisaris**<br>Commissioner | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 7 Juli 2022.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC on July 7, 2022. | **7 Juli 2022 - Sekarang (Periode Pertama)**<br>July 7, 2022 - Present (First Period) |
| **Dante Saksono Harbuwono** | **Komisaris Independen**<br>Independent Commissioner | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 24, 2020. | **24 Juni 2020-Sekarang (Periode Kedua)**<br>June 24, 2020-Present (Second Period) |
| **Henry Hendrawan** | **Komisaris**<br>Commissioner | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021. | **9 Juni 2021 - Sekarang (Periode Pertama)**<br>June 9, 2021 - Present (First Period) |

# Profil Direksi
## Board of Directors Profile

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

Masa Jabatan: 9 Juni 2021 - Sekarang (Periode Pertama)
Tenure: June 9, 2021 - Present (First Period)

**Kewarganegaraan**
**Warga Negara Indonesia**

Nationality
Indonesian Citizens

**Domisili**
Domicile

Bandung, Jawa Barat
Bandung West Java

**Usia**
Age

58 tahun per 31 Desember 2023
58 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021.

**Riwayat Pendidikan**
- S-2 Administrasi Rumah Sakit dari Universitas Indonesia (1998)

**Educational Background**
- Master's degree in Hospital Administration from the Universitas Indonesia (1998)

**Keahlian**
Kedokteran gigi dan administrasi rumah sakit
**Expertise**
Dentistry and hospital administration

**Riwayat Pekerjaan**
- Pegawai Negeri Kementerian Kesehatan (1991 – 1998)
- Pricing and Product Development RS Puri Cinere (1999)
- Manajer Pemasaran RS Jakarta (2000)
- Manajer Pemasaran RS Hermina Pasteur (2004 - 2010)
- Wakil Direktur Umum RS Hermina Pasteur (2005 – 2010)
- Direktur Utama RS Hermina Arcamanik (2010 – 2014)
- Direktur Utama RS Hermina Sukabumi (2015 – 2016)
- Direktur Utama RS Hermina Arcamanik (2016 – 2019)
- Direktur Regional IV PT Medikaloka Hermina (2015 – 2019)
- Direktur Operasi PT Pertamina Bina Medika IHC (2021 – 2022)

**Career History**
- Ministry of Health Civil Servant (1991 – 1998)
- Pricing and Product Development at Puri Cinere Hospital (1999)
- Jakarta Hospital Marketing Manager (2000)
- Marketing Manager of Hermina Pasteur Hospital (2004 - 2010)
- Deputy General Director of Hermina Pasteur Hospital (2005 – 2010)
- President Director of Hermina Arcamanik Hospital (2010 – 2014)
- President Director of Hermina Sukabumi Hospital (2015 – 2016)
- President Director of Hermina Arcamanik Hospital (2016 – 2019)
- Regional Director IV PT Medikaloka Hermina (2015 – 2019)
- Operations Director PT Pertamina Bina Medika IHC (2021 – 2022)

**Rangkap Jabatan**
Tidak ada

**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

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

Masa Jabatan: 23 Maret 2021 - Sekarang (Periode Pertama)
Tenure: March 23 2021 - Present (First Period)

**Kewarganegaraan**
**Warga Negara Indonesia**

Nationality
Indonesian Citizens

**Domisili**
Domicile

Tangerang, Banten
Tangerang, Banten

**Usia**
Age

58 tahun per 31 Desember 2023
58 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 23 Maret 2021.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated March 23, 2021.

**Riwayat Pendidikan**
- S-2 Pendidikan Dokter Spesialis Penyakit Dalam (2003)

**Educational Background**
- Master's Degree in Internist (2003)

**Keahlian**
Medical, culture changes, SDM
**Expertise**
Medical, culture changes, HR

**Riwayat Pekerjaan**
- Direktur Medis PT Pertamina Bina Medika IHC (Maret 2021 - Des 2022)

**Career History**
- Director of Medic of PT Pertamina Bina Medika IHC (March 2021 - Dec 2022)

**Rangkap Jabatan**
Tidak ada

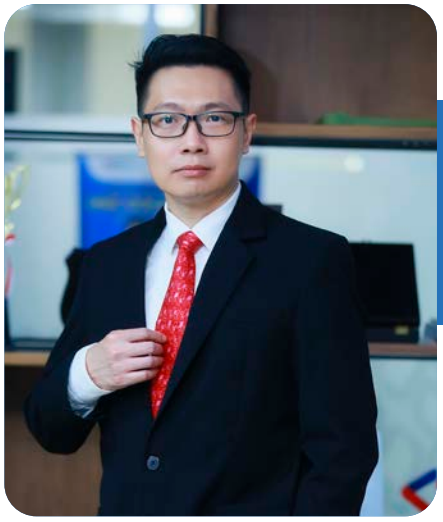
**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.



**Budi Raharjo Legowo**
**Direktur Keuangan dan Manajemen Risiko**
Director of Finance and Risk Management

Masa Jabatan: 9 Juni 2021 - Sekarang (Periode Pertama) Management
Tenure: June 9, 2021 - Present (First Period)

**Kewarganegaraan**
**Warga Negara Indonesia**

Nationality
Indonesian Citizens

**Domisili**
Domicile

Tangerang, Banten
Tangerang, Banten

**Usia**
Age

43 tahun per 31 Desember 2023
43 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021.

**Riwayat Pendidikan**
- Master of Business Administration dari University of Chicago Booth School of Business (2015)

**Educational Background**
- Master of Business Administration from the University of Chicago Booth School of Business (2015)

**Keahlian**
Manajemen bisnis
**Expertise**
Business management

**Riwayat Pekerjaan**
- Process Engineering Manager Procter & Gamble (1998-2000)
- Engineering Manager FAS Engineering (2000-2002)
- Head of Supply & Facilities Schering AG (2003)
- Konsultan Senior SKHA Consulting (2003-2005)
- Direktur Administratif Sekolah Pelita Harapan (2005-2009)
- Direktur Eksekutif Pelita Harapan Foundation (2010-2014)
- Presiden Deputi Universitas Pelita Harapan (2013-2014)
- VP Marketing, Relationship and Development Universitas Pelita Harapan (2014-2016)
- Direktur Keuangan dan Akuntansi Siloam Hospital Group (2016-2019)
- CEO Deputi Sorac Capital Partners (2019)

**Career History**
- Process Engineering Manager Procter & Gamble (1998-2000)
- Engineering Manager FAS Engineering (2000-2002)
- Head of Supply & Facilities Schering AG (2003)
- Senior Consultant at SKHA Consulting (2003-2005)
- Administrative Director of Pelita Harapan School (2005-2009)
- Executive Director of Pelita Harapan Foundation (2010-2014)
- Deputy President of Universitas Pelita Harapan (2013-2014)
- VP Marketing, Relationship and Development Universitas Pelita Harapan (2014-2016)
- Director of Finance and Accounting Siloam Hospital Group (2016-2019)
- Deputy CEO of Sorac Capital Partners (2019)

**Rangkap Jabatan**
Tidak ada

**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali
**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.
**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

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

Masa Jabatan: 21 Desember 2022 - Sekarang (Periode Pertama)
Tenure: December 21, 2022 - Present (First Period)

**Kewarganegaraan**
**Warga Negara Indonesia**

Nationality
Indonesian Citizens

**Domisili**
Domicile

Bekasi, Jawa Barat
Bekasi, West Java

**Usia**
Age

63 tahun per 31 Desember 2023
63 years old as of December 31, 2023

**Dasar Hukum Pengangkatan** | **Legal Basis for Appointment**
Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.
Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021.

**Riwayat Pendidikan**
- S-3 Epidemiologi Fakultas Kedokteran Universitas Gadjah Mada (....tahun kelulusan....)

**Educational Background**
- Doctoral Degree in Epidemiology, Faculty of Medicine, Universitas Gadjah Mada (....year of graduation....)

**Keahlian**
*Strategic manajemen, hospital management*
**Expertise**
Strategic management, hospital management

**Riwayat Pekerjaan**
- Kepala Puskesmas Bukit Raya Pekanbaru Puskesmas Provinsi Riau (1987-1991)
- Kepala Instalasi Laboratorium Patologi Klinik dan Mikrobiologi RSUP Persahabatan Jakarta (1997-2005)
- Direktur Umum, SDM dan Pendidikan RSUP Persahabatan Jakarta (2006-2010)
- Direktur Medik dan Keperawatan RSUP Fatmawati (2010-2015)
- Direktur Penunjang RS Jantung & Pembuluh Darah Harapan Kita (2015-2020)
- Direktur Perencanaan, Organisasi & Umum RS Jantung & Pembuluh Darah Harapan Kita (2020)
- Konsultan (Purna Bakti) RS Jantung & Pembuluh Darah Harapan Kita (2021-2022)

**Career History**
- Head of Bukit Raya Pekanbaru Health Center, Riau Province Health Center (1987-1991)
- Head of the Clinical Pathology and Microbiology Laboratory Installation at Persahabatan Hospital, Jakarta (1997-2005)
- Director General, Human Resources and Education Persahabatan Hospital Jakarta (2006-2010)
- Director of Medicine and Nursing at Fatmawati Hospital (2010-2015)
- Supporting Director of Harapan Kita Heart & Blood Vessel Hospital (2015-2020)
- Director of Planning, Organization & General at Heart & Vascular Harapan Kita Hospital (2020)
- Consultant (Purna Bakti) at Heart & Vascular Harapan Kita Hospital (2021-2022)

**Rangkap Jabatan**
Tidak ada

**Concurrent Position**
None

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan Pemegang Saham Utama dan Pengendali

**Affiliation**
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the Major and Controlling Shareholders

**Kepemilikan Saham Pertamedika IHC**
Tidak memiliki saham Pertamedika IHC

**Pertamedika IHC Share Ownership**
Does not own Pertamedika IHC shares

**Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2023**
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

**Education and/or Training to Improve Competency in 2023**
It can be seen in the discussion on Education and/or Training for the Board of Commissioners, Corporate Governance Chapter, this Annual Report.

## Perubahan Susunan dan Komposisi Anggota Direksi dan Alasan Perubahannya

Tidak terdapat perubahan susunan dan komposisi Anggota Direksi di sepanjang tahun 2023. Dengan demikian, susunan dan komposisi Anggota Direksi hingga akhir tahun 2023 berjumlah 4 (empat) orang, yang terdiri dari 1 (satu) orang Direktur Utama dan 3 (tiga) orang Direktur.

## Changes in the Structure and Composition of Members of the Board of Directors and Reasons for the Changes

There were no changes to the composition and composition of the members of the Board of Directors throughout 2023. Thus, the composition and composition of the members of the Board of Directors until the end of 2023 will be 4 (four) people, consisting of 1 (one) President Director and 3 (three) Directors.

**Tabel Komposisi dan Dasar Pengangkatan Direksi Periode 1 Januari 2023-31 Desember 2023**
Table of Composition and Basis for Appointment of Directors for the Period January 1, 2023- December 31, 2023

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Tenure |
|---|---|---|---|
| **Mira Dyah Wahyuni** | **Direktur Utama**<br>President Director | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9, 2021. | **9 Juni 2021-Sekarang (Periode Pertama)**<br>June 9, 2021-Present (First Period) |
| **Asep Saepul Rohmat** | **Direktur SDM dan Pengadaan**<br>Director of HR and Procurement | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 23 Maret 2021.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated March 23, 2021. | **23 maret 2021 – 23 maret 2024 (Periode Pertama)**<br>March 23, 2021 – March 23, 2024 |
| **Budi Raharjo Legowo** | **Direktur Keuangan dan Manajemen Risiko**<br>Director of Finance and Risk Management | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9 2021. | **9 Juni 2021-Sekarang (Periode Pertama)**<br>June 9, 2021-Present (First Period) |
| **Lia Gardenia Partakusuma** | **Direktur Medis**<br>Director of Medic | **Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021.**<br>Circular Shareholder Resolution of PT Pertamina Bina Medika IHC dated June 9 2021. | **21 Desember 2022-Sekarang (Periode Pertama)**<br>December 21, 2022-Present (First Period) |

## Perubahan Susunan Anggota Direksi dan/atau Anggota Dewan Komisaris yang Terjadi Setelah Tahun Buku Berakhir

Terdapat perubahan susunan dan komposisi Anggota Direksi setelah tahun buku berakhir. Pada 23 Maret 2024, Masa Jabatan Asep Saepul Rohmat telah habis, sehingga Asep Saepul Rohmat tidak lagi menjabat sebagai Direktur SDM dan Pengadaan.

## Changes in the composition of members of the Board of Directors and/or members of the Board of Commissioners that occur after the Fiscal Year Ends

There are no changes to the composition and composition of the members of the Board of Directors after the financial year ends. As of March 23, 2024, Asep Saepul Rohmat's term of office has expired, so he no longer serves as Asep's HR and Procurement Director.

# Komposisi Pemegang Saham
## Shareholders Composition

## Kepemilikan Saham Pertamedika IHC

## Pertamedika IHC Share Ownership

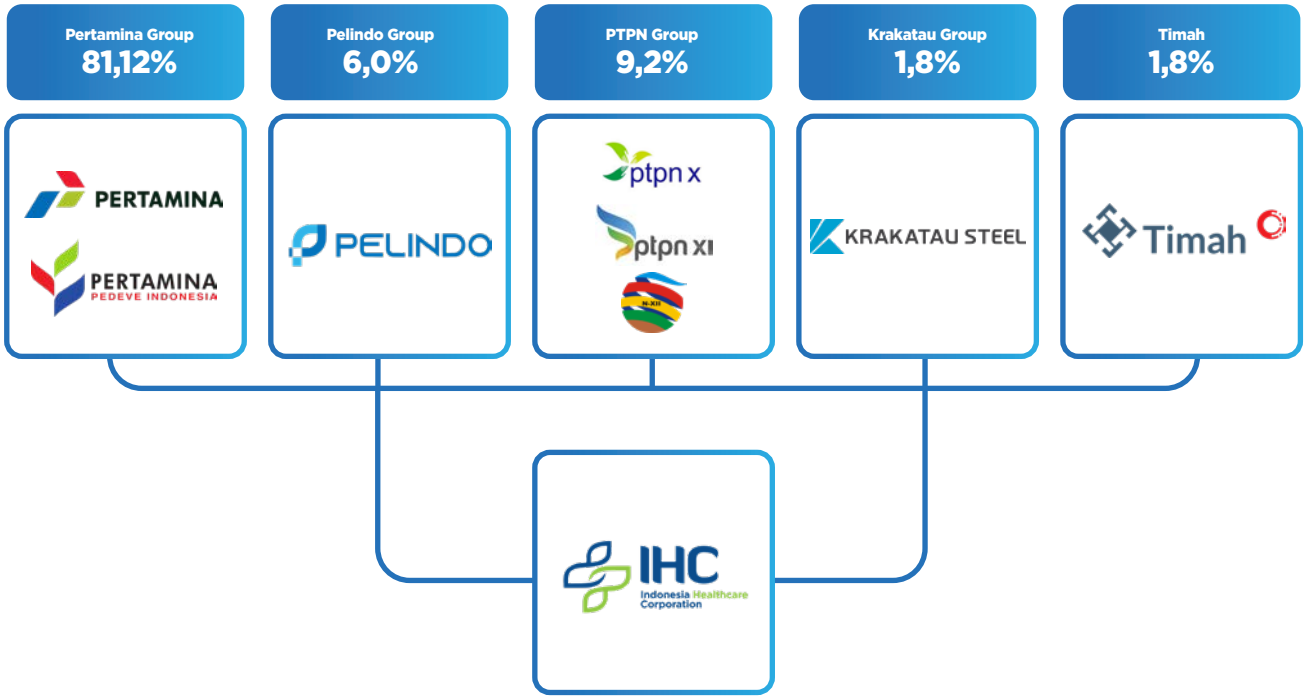
**Kepemilikan Saham Pertamedika IHC Per 1 Januari 2023**
Pertamedika IHC Share Ownership As of January 1, 2023

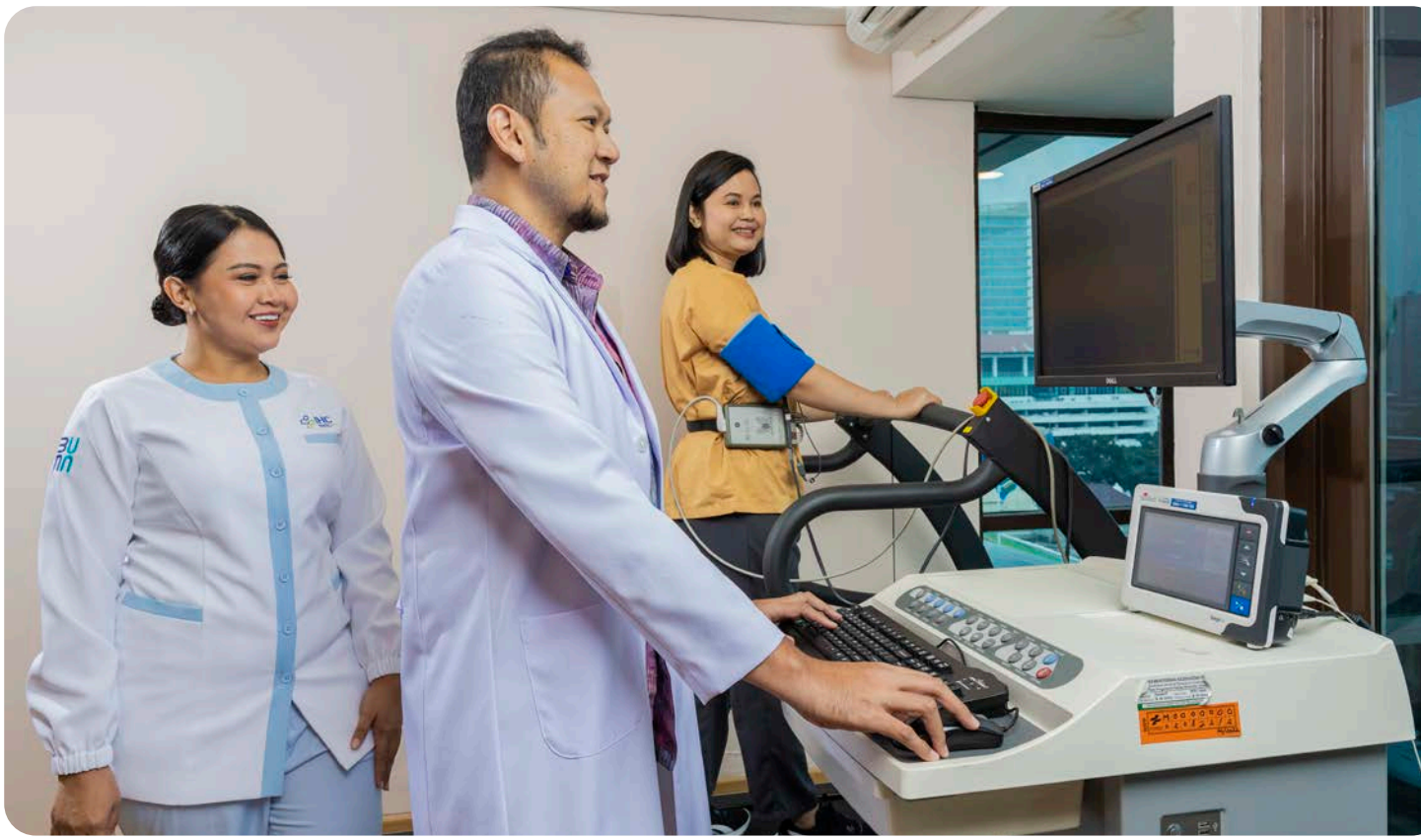
| Pemegang Saham<br>Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Modal Ditempatkan dan Disetor Penuh (Rp)<br>Issued and Fully Paid Capital (IDR) | Persentase Kepemilikan<br>Ownership Percentage (%) |
|---|---|---|---|
| | Nilai Nominal Saham = Rp100.000/lembar saham<br>Nominal Value of Shares = IDR 100,000/share | | |
| **Kepemilikan saham 5% atau lebih**<br>Share ownership of 5% or more | | | |
| **PT Pertamina (Persero)** | 23.700.021 | 2.370.002.100.000 | 81,11% |
| **PT Pelabuhan Indonesia (Persero)** | 1.753.115 | 175.311.500.000 | 6,00% |
| **PT Perkebunan Nusantara X** | 1.643.253 | 164.325.300.000 | 5,62% |
| **Kepemilikan saham di bawah 5%**<br>Share ownership below 5% | | | |
| **PT Perkebunan Nusantara XI** | 566.840 | 56.684.000.000 | 1,94% |
| **PT Timah Tbk** | 518.889 | 51.888.900.000 | 1,78% |
| **PT Perkebunan Nusantara XII** | 508.403 | 50.840.300.000 | 1,74% |
| **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 Pertamina Pedeve Indonesia** | 1.484 | 148.400.000 | 0,01 |
| **Jumlah**<br>Total | 29.217.762 | 2.921.776.200.000 | 100,00% |

## Kepemilikan Saham Pertamedika IHC Per 31 Desember 2023
Share Ownership of Pertamedika IHC As of December 31, 2023

| Pemegang Saham<br>Shareholders | Jumlah Saham (lembar)<br>Number of shares (shares) | Modal Ditempatkan dan Disetor Penuh (Rp)<br>Issued and fully paid capital (IDR) | Persentase Kepemilikan<br>Ownership Percentage (%) |
|---|---|---|---|
| | Nilai Nominal Saham = Rp100.000/lembar saham<br>Nominal Value of Shares = IDR 100,000/share | | |
| **Kepemilikan saham 5% atau lebih**<br>Share ownership of 5% or more | | | |
| **PT Pertamina (Persero)** | 23.700.021 | 2.370.002.100.000 | 81,11% |
| **PT Pelabuhan Indonesia (Persero)** | 1.753.115 | 175.311.500.000 | 6,00% |
| **PT Perkebunan Nusantara I** | 2.718.496 | 271.849.600.000 | 9,30% |
| **Kepemilikan saham di bawah 5%**<br>Share ownership below 5% | | | |
| **PT Perkebunan Nusantara XI** | 566.840 | 56.684.000.000 | 1,94% |
| **PT Timah Tbk** | 518.889 | 51.888.900.000 | 1,78% |
| **PT Perkebunan Nusantara XII** | 508.403 | 50.840.300.000 | 1,74% |
| **PT Krakatau Steel (Persero) Tbk** | 218.239 | 21.823.900.000 | 0,75% |
| **PT Krakatau Sarana Infrastruktur** | 178.559 | 17.855.900.000 | 0,61% |
| **PT Krakatau Bandar Samudera** | 128.959 | 12.895.900.000 | 0,44% |
| **PT Pertamina Pedeve Indonesia** | 1.484 | 148.400.000 | 0,01 |
| **Jumlah**<br>Total | 29.217.762 | 2.921.776.200.000 | 100,00% |

## Komposisi Pemegang Saham Pertamedika IHC Per 31 Desember 2023
Shareholders Composition of Pertamedika IHC As of December 31, 2023





# Kepemilikan Saham oleh Dewan Komisaris dan Direksi

# Share Ownership by The Board of Commissioners and Board of Directors

## Kepemilikan Saham Pertamedika IHC oleh Dewan Komisaris dan Direksi

Pertamedika IHC Share Ownership by the Board of Commissioners and Board of Directors

| Nama<br>Name | Jabatan<br>Position | 1 Januari 2023<br>January 1, 2023 | | | | 31 Desember 2023<br>December 31, 2023 | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Kepemilikan Langsung<br>Direct Ownership | | Kepemilikan Tidak Langsung<br>Indirect Ownership | | Kepemilikan Langsung<br>Direct Ownership | | Kepemilikan Tidak Langsung<br>Indirect Ownership | |
| | | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan<br>Ownership Percentage (%) |
| **Dewan Komisaris**<br>board of Commissioners | | | | | | | | | |
| **Farid Harianto** | **Komisaris Utama**<br>President Commissioners | - | | - | | - | | - | |
| **L. Rizka Analucia** | **Komisaris**<br>Commissioners | - | | - | | - | | - | |
| **Dante Saksono Harbuwono** | **Komisaris Independen**<br>Independent Commissioners | - | | - | | - | | - | |
| **Henry Hendrawan** | **Komisaris**<br>Commissioners | - | | - | | - | | - | |
| **Direksi**<br>Board of Directors | | | | | | | | | |
| **Mira Dyah Wahyuni** | **Direktur Utama**<br>President Director | - | | - | | - | | - | |
| **Asep Saepul Rohmat** | **Direktur SDM dan Pengadaan**<br>Director of HR and Procurement | | | | | - | | - | |

### Kepemilikan Saham Pertamedika IHC oleh Dewan Komisaris dan Direksi
Pertamedika IHC Share Ownership by the Board of Commissioners and Board of Directors

| Nama<br>Name | Jabatan<br>Position | 1 Januari 2023<br>January 1, 2023 | | | | 31 Desember 2023<br>December 31, 2023 | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Kepemilikan Langsung<br>Direct Ownership | | Kepemilikan Tidak Langsung<br>Indirect Ownership | | Kepemilikan Langsung<br>Direct Ownership | | Kepemilikan Tidak Langsung<br>Indirect Ownership | |
| | | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) |
| **Budi Raharjo Legowo** | **Direktur Keuangan dan Manajemen Risiko**<br>Director of Finance and Risk Management | - | | - | | - | | - | |
| **Lia Gardenia Partakusuma** | **Direktur Medis**<br>Director of Medic | - | | - | | - | | - | |
| **Jumlah**<br>Total | | - | | - | | - | | - | |

**- = Nihil/tidak memiliki saham Pertamedika IHC**
- = Nil/does not own Pertamedika IHC shares

Seluruh Dewan Komisaris dan Direksi Pertamedika IHC tidak memiliki saham baik secara langsung maupun tidak langsung di Perusahaan.

The entire Board of Commissioners and Board of Directors of Pertamedika IHC do not own shares either directly or indirectly in the Company.

## Jumlah Pemegang Saham dan Persentase Kepemilikan, Berdasarkan Klasifikasi

Kepemilikan saham Pertamedika IHC seluruhnya dimiliki oleh institusi lokal, sebagaimana dijabarkan pada tabel berikut:

## Number of Shareholders and Percentage of Ownership, Based on Classification

Pertamedika IHC share ownership is entirely owned by local institutions, as described in the following table:

| Pemegang Saham<br>Shareholders | Per 1 Januari 2023<br>January 1, 2023 | | Per 31 Desember 2023<br>January 31, 2023 | |
|---|---|---|---|---|
| | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) | Jumlah Saham (lembar)<br>Number of shares (shares) | Persentase Kepemilikan Ownership Percentage (%) |
| **PT Pertamina (Persero)** | **23.700.021** | **81,11%** | **23.700.021** | **81,11%** |
| **PT Pelabuhan Indonesia (Persero)** | **1.753.115** | **6,00%** | **1.753.115** | **6,00%** |
| **PT Perkebunan Nusantara X** | **1.643.253** | **5,62%** | **1.643.253** | **5,62%** |
| **PT Perkebunan Nusantara XI** | **566.840** | **1,94%** | **566.840** | **1,94%** |
| **PT Timah Tbk** | **518.889** | **1,78%** | **518.889** | **1,78%** |
| **PT Perkebunan Nusantara XII** | **508.403** | **1,74%** | **508.403** | **1,74%** |
| **PT Krakatau Steel (Persero) Tbk** | **218.239** | **0,75%** | **218.239** | **0,75%** |
| **PT Krakatau Industrial Estate Cilegon** | **178.559** | **0,61%** | **178.559** | **0,61%** |
| **PT Krakatau Bandar Samudera** | **128.959** | **0,44%** | **128.959** | **0,44%** |
| **PT Pertamina Pedeve Indonesia** | **1.484** | **0,01%** | **1.484** | **0,01%** |
| **Jumlah**<br>Total | **29.217.762** | **100,00%** | **29.217.762** | **100,00%** |

# Informasi Tentang Pemegang Saham Utama/Pengendali hingga Nama Pemilik Akhir

Pemegang saham utama/pengendali Pertamedika IHC adalah PT Pertamina (Persero) yang merupakan Badan Usaha Milik Negara (BUMN), dengan kepemilikan langsung sebesar 81,11%%. Dengan demikian, PT Pertamina (Persero) merupakan pemegang saham utama dan pengendali Perseroan.

## Sekilas PT Pertamina (Persero)

Tonggak sejarah PT Pertamina (Persero) diawali ketika di tahun 1950-an Pemerintah Republik Indonesia menunjuk Angkatan Darat mendirikan PT Eksploitasi Tambang Minyak Sumatera Utara untuk mengelola ladang minyak di wilayah Sumatera. Pada 10 Desember 1957, perusahaan tersebut berubah nama menjadi PT Perusahaan Minyak Nasional, disingkat Permina. Tanggal ini diperingati sebagai lahirnya Pertamina hingga saat ini. Pada 1960, PT Pertamina berubah status menjadi Perusahaan Negara (PN). Kemudian, PN Permina bergabung dengan PN Pertamina menjadi PN Pertambangan Minyak dan Gas Bumi Negara (Pertamina) pada 20 Agustus 1968. Berdasarkan Peraturan Pemerintah No. 31 Tahun 2003 tanggal 18 Juni 2003, Perusahaan Pertambangan Minyak dan Gas Bumi Negara berubah nama menjadi PT Pertamina (Persero) yang melakukan kegiatan usaha migas pada sektor hulu hingga hilir migas, yang kemudian diperkuat melalui akta pendirian No. 20 tanggal 17 September 2003.

Di sepanjang tahun 2005-2007, Pertamina melakukan transformasi fundamental melalui perubahan logo dan visi, yang diikuti dengan penyempurnaan visi di tahun 2011, yaitu "menjadi perusahaan energi nasional kelas dunia". Hingga akhir tahun 2018, Pertamina menargetkan produksi 650 ribu BOEPD (*Barrels of Oil Equivalents per Day*) di 2025 dari operasi internasional, sebagai bagian dari target produksi Pertamina 1,9 juta BOEPD di tahun 2025, dalam upaya nyata menuju ketahanan dan kemandirian energi Indonesia.

# Information about the Major/ Controlling Shareholders up to the Name of the Final Owner

The major/controlling shareholder of Pertamedika IHC is PT Pertamina (Persero) which is a State-Owned Enterprise (BUMN), with direct ownership of 81.11%. Thus, PT Pertamina (Persero) is the main shareholder and controller of the Company.

## PT Pertamina (Persero) at a Glance

The historical milestone of PT Pertamina (Persero) began when in the 1950s the Government of the Republic of Indonesia appointed the Army to establish PT Eksploitasi Tambang Minyak Sumatra Utara to manage oil fields in the Sumatra region. On December 10, 1957, the company changed its name to PT Perusahaan Minyak Nasional, abbreviated as Permina. This date is commemorated as the birth of Pertamina to this day. In 1960, PT Pertamina changed its status to a State Company (PN). Then, PN Permina merged with PN Pertamina to become the State Oil and Gas Mining PN (Pertamina) on August 20 1968. Based on Government Regulation no. 31 of 2003 dated 18 June 2003, the State Oil and Gas Mining Company changed its name to PT Pertamina (Persero) which carries out oil and gas business activities in the upstream to downstream oil and gas sectors, which was then strengthened through deed of establishment No. 20 dated September 17, 2003.

Throughout 2005-2007, Pertamina carried out a fundamental transformation through changes to its logo and vision, which was followed by a refinement of its vision in 2011, namely "to become a world-class national energy company". Until the end of 2018, Pertamina is targeting production of 650 thousand BOEPD (Barrels of Oil Equivalents per Day) in 2025 from international operations, as part of Pertamina's production target of 1.9 million BOEPD in 2025, in a real effort towards Indonesia's energy security and independence.

**Pemegang Saham Pertamina per 31 Desember 2023**
Pertamina Shareholders as of December 31, 2023

**100%**
**Pemerintah Republik Indonesia**
Government of the Republic of Indonesia

Pemerintah Republik Indonesia merupakan pemegang saham penuh dari PT Pertamina (Persero) selaku pemegang saham utama/pengendali Perusahaan, sebesar 100,00%. Dengan demikian, Pemerintah Republik Indonesia merupakan entitas induk tertinggi, atau *ultimate parent entity* Pertamedika IHC.

The Government of the Republic of Indonesia is the full shareholder of PT Pertamina (Persero) as the major/ controlling shareholder of the Company, amounting to 100.00%. Thus, the Government of the Republic of Indonesia is the highest parent entity, or ultimate parent entity, Pertamedika IHC.

| Kontak PT Pertamina (Persero) | PT Pertamina (Persero) Contact |
|---|---|
| **Alamat Kantor Pusat**<br>**Jl. Medan Merdeka Timur 1A**<br>**Jakarta 10110 Indonesia**<br>**Telp: +62 21 3815111, 3816111, 1 500 000**<br>**(PSTN dan Telepon seluler)**<br>**Faks: +62 21 3843882, 3846865**<br>**Surel: pcc@pertamina.com**<br>**Web: www.pertamina.com**<br>**Instagram: @Pertamina**<br>**Facebook: @Pertamina**<br>**Twitter: @Pertamina** | Head Office Address<br>Jl. Medan Merdeka Timur 1A<br>Jakarta 10110 Indonesia<br>Tel: +62 21 3815111, 3816111, 1 500 000 (PSTN and Cell phone)<br>Fax: +62 21 3843882, 3846865<br>Email: pcc@pertamina.com<br>Web: www.pertamina.com<br>Instagram: @Pertamina<br>Facebook: @Pertamina<br>Twitter: @Pertamina |

## Manajemen PT Pertamina (Persero)
Management of PT Pertamina (Persero)

| **Dewan Komisaris**<br>Board of Commissioners | |
|---|---|
| **Komisaris Utama**<br>President Commissioner | - |
| **Wakil Komisaris Utama**<br>Vice President Commissioner | - |
| **Komisaris**<br>Commissioner | **Heru Pambudi** |
| **Komisaris**<br>Commissioner | **Letjen TNI (Mar) (Purn) Bambang Suswantono, S.H., M.H., M.Tr. (Han)** |
| **Komisaris Independen**<br>Independent Commissioner | **Alexander Lay** |
| **Komisaris Independen**<br>Independent Commissioner | **Ahmad Fikri Assegaf** |
| **Komisaris Independen**<br>Independent Commissioner | **Iggi H. Achsien** |
| **Direksi**<br>Board of Directors | |
| **Direktur Utama**<br>President Director | **Nicke Widyawati** |
| **Wakil Direktur Utama**<br>Vice President Director | **Wiko Migantoro** |
| **Direktur Penunjang Bisnis**<br>Director of Business Support | **Dedi Sunardi** |
| **Direktur Keuangan**<br>Director of Finance | **Emma Sri Martini** |
| **Direktur Sumber Daya Manusia**<br>Director of Human Resources | **M. Erry Sugiharto** |
| **Direktur Logistik & Infrastruktur**<br>Director of Logistics & Infrastructure | **Alfian Nasution** |
| **Direktur Strategis, Portofolio, dan Pengembangan Usaha**<br>Director of Strategic, Portfolio and Business Development | **Atep Salyadi Dariah Saputra** |
| **Direktur Manajemen Risiko**<br>Director of Risk Management | **Ahmad Siddik Badruddin** |

# DAFTAR ENTITAS ANAK DAN ENTITAS ASOSIASI /JOINT VENTURE (JV)/SPECIAL PURPOSE VEHICLE (SPV)

# LIST OF SUBSIDIARIES AND ASSOCIATE/JOINT VENTURE (JV)/ SPECIAL PURPOSE VEHICLE (SPV)

**ENTITAS ANAK**
SUBSIDIARIES

| Nama<br>Name | Bidang Usaha<br>Line of Business | Alamat<br>Address | Tahun Berdiri<br>Year of Establishment | Tahun Beroperasi<br>Year of Operation | Tahun Penyertaan Modal<br>Year of Capital Participation | Persentase Kepemilikan<br>Ownership Percentage | | Jumlah Aset (Rp-Juta)<br>Total assets (IDR-Million) | | Status Operasi<br>Operation Status |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2023 | 2022 | 2023 | 2022 | |
| PT Rumah Sakit Pelni, Jakarta | Jasa layanan Kesehatan<br>Health care services | JL Aipda KS Tubun No.92-94 JAKARTA BARAT 11410 | 1. 1917 (Rumah Sakit PELNI)<br>2. Badan Hukum PT Rumah Sakit PELNI Berdasarkan Akta No.7 tanggal 09 November 2007<br>1. 1917 (PELNI Hospital)<br>2. Legal Entity PT Rumah Sakit PELNI Based on Deed No. 7 dated November | 1918 | 2020 (Akta No.34 tanggal 31 Maret 2020 Akta No.35 tanggal 31 Maret 2020 Akta No.36 tanggal 31 Maret 2020)<br>2020 (Deed No.34 dated March 31, 2020 Deed No.35 dated March 31, 2020 Deed No.36 dated March 31, 2020) | 51,00% | 51,00% | 1.214.009 | 953.036 | Beroperasi<br>Operate |
| PT Rumah Sakit Pelabuhan, Jakarta | Jasa layanan Kesehatan<br>Health care services | Jl Kramat Raya Koja Jakarta Utara | 1999 | 1999 | 2020 | 67,00% | 67,00% | 519.472 | 570.269 | Beroperasi<br>Operate |
| PT Nusantara Medika Utama, Surabaya | Jasa layanan Kesehatan<br>Health care services | JL HAYAM WURUK 88 KOTA MOJOKERTO | 2013 | 2013 | 2020 | 67,00% | 67,00% | 734.575 | 730.185 | Beroperasi<br>Operate |
| PT Pelindo Husada Citra, Surabaya | Jasa layanan Kesehatan<br>Health care services | Jl Prapat Kurung Selatan No. 1 Surabaya | 1999 | 1970 | 2020 | 67,00% | 67,00% | 464.653 | 455.523 | Beroperasi<br>Operate |
| PT Bakti Timah Medika (Dulu PT Rumah Sakit Bakti Timah), Bangka Belitung | Jasa layanan Kesehatan<br>Health care services | Jl Bukit baru Pangkal pinang | 2014 | 2014 | 2020 | 67,00% | 67,00% | 352,941 | 390.273 | Beroperasi<br>Operate |
| PT Nusantara Sebelas Medika, Surabaya | Jasa layanan Kesehatan<br>Health care services | Jl Hayamwuruk 88 Mojokerto | | 2012 | | | 67,00% | | 425.944 | Beroperasi<br>Operate |
| PT Krakatau Medika, Banten | Jasa layanan Kesehatan<br>Health care services | Jalan Semang Raya Cilegon | 1996 | 1996 | 2020 | 70,93% | 70,93% | 221.398 | 192.559 | Beroperasi<br>Operate |
| PT Rolas Nusantara Medika, Surabaya | Jasa layanan Kesehatan<br>Health care services | JL. GAJAH MADA NO,15 KALIWATES JEMBER JAWA TIMUR | 2012 | 2012 | 2020 | 67,00% | 67,00% | 355.902.421.320 | 208.170 | Beroperasi<br>Operate |
| **ENTITAS ANAK TIDAK LANGSUNG**<br>INDIRECT SUBSIDIARIES | | | | | | | | | | |
| **Melalui PT Bakti Timah**<br>Through PT Bakti Timah | | | | | | | | | | |
| PT Bakti Timah Solusi Medika, Bangka Belitung | Perdagangan<br>Trading | JL. JENDRAL SUDIRMAN NO. 51B Pangkal Pinang. | 2016 | 2016 | 2016 | ...% | 98,00% | ... | 3.223 | Beroperasi<br>Operate |
| **Melalui PT Pelindo Husada Citra**<br>Through PT Pelindo Husada Citra | | | | | | | | | | |
| PT Prima Citra Nutrindo, Surabaya | Jasa Boga<br>Catering services | JL PERAK BAR NO 55 KREMBANGAN SURABAYA. | 2016 | 2016 | 2016 | ...% | 70,00% | ... | 13.462 | Beroperasi<br>Operate |

## PT Rumah Sakit Pelni

Pertamedika IHC mengakuisisi PT Rumah Sakit Pelni (PT RS Pelni) pada 31 Maret 2020. Hingga saat ini, 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*.

## PT Rumah Sakit Pelni

Pertamedika IHC acquired PT Rumah Sakit Pelni (PT RS Pelni) on March 31, 2020. To date, PT RS Pelni has 1 hospital, namely RS Pelni which is located on Jalan Aipda KS Tubun Slipi, West Jakarta. The excellent services are Hemodialysis, cathlab and MCU One Stop Service.

### Kepemilikan Saham PT RS Pelni Per 31 Desember 2023

PT RS Pelni Share Ownership As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 51,00% |
| 2 | PT Pelni (Persero) | 48,98% |
| 3 | YKPP | 0,02% |

## PT Rumah Sakit Pelabuhan

Pertamedika IHC mengakuisisi PT Rumah Sakit Pelabuhan (PT RS Pelabuhan) pada 7 Agustus 2020. PT RS Pelabuhan memiliki 4 (empat) rumah sakit, yaitu:

1. RS Pelabuhan Jakarta, berlokasi di Jl. Kramat Raya Koja Jakarta Utara. Layanan unggulannya adalah Hemodialisis dan MCU;
2. RS Pelabuhan Cirebon, berlokasi di Jl Sisingamaraja Cirebon dengan layanan unggulan Hemodialisa, MCU dan layanan ibu dan anak;
3. RS Pelabuhan Palembang, berlokasi di Jl Mayor Memet Sastrawirya Palembang dengan layanan unggulan MCU;
4. RS Port Medical Centre: Berlokasi di Jl Enggano Jakarta Utara dengan layanan unggulan MCU.

## PT Rumah Sakit Pelabuhan

Pertamedika IHC acquired PT Rumah Sakit Pelabuhan (PT RS Pelabuhan) on August 7, 2020. PT RS Pelabuhan owns 4 (four) hospitals, namely:

1. RS Pelabuhan Jakarta, located on Jl. Kramat Raya Koja, North Jakarta. The featured services are Hemodialysis and MCU;
2. RS Pelabuhan Cirebon, located on Jl Sisingamaraja Cirebon with excellent Hemodialysis, MCU and mother and child services;
3. RS Pelabuhan Palembang, located on Jl Mayor Memet Sastrawirya Palembang with excellent MCU services;
4. RS Port Medical Center: Located on Jl Enggano, North Jakarta with excellent MCU services.

### Kepemilikan Saham PT RS Pelabuhan Per 31 Desember 2023

PT RS Pelabuhan Share Ownership As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 67,00% |
| 2 | PT Pelabuhan Indonesia (Persero) | 32,88% |
| 3 | KOPEGMAR Tanjung Priok | 0,12% |

## PT Bakti Timah Medika

Pertamedika IHC mengakuisisi PT Bakti Timah Medika pada 7 Agustus 2022. PT Bakti Timah medika memiliki 4 (empat) rumah sakit, yaitu:

1. RS Bakti Timah Pangkal Pinang: Berlokasi di Jl Bukit baru Pangkal pinang;
2. RS Bakti Timah Karimun: Berlokasi di Jl Canggai Putri Karimun;
3. RS Bakti Timah Muntok: Berlokasi di Jl Raya Timah Muntok;
4. RS Medika Stannia Sungailiat: Berlokasi di Jl Jendral Sudirman Sungailiat.

## PT Bakti Timah Medika

Pertamedika IHC acquired PT Bakti Timah Medika on August 7 2022. PT Bakti Timah Medika has 4 (four) hospitals, namely:

1. RS Bakti Timah Pangkal Pinang: Located on Jl Bukit Baru Pangkal Pinang;
2. RS Bakti Timah Karimun: Located on Jl Canggai Putri Karimun;
3. RS Bakti Timah Muntok: Located on Jl Raya Timah Muntok;
4. RS Medika Stannia Sungailiat: Located on Jl Jendral Sudirman Sungailiat.

**Kepemilikan Saham PT Bakti Timah Medika Per 31 Desember 2023**
Share Ownership of PT Bakti Timah Medika As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 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<br>Bakti Timah Foundation | 0,001% |

## PT Pelindo Husada Citra

Pertamedika IHC mengakuisisi PT Pelindo Husada Citra pada 7 Agustus 2022. Hingga saat ini, PT Pelindo Husada Citra memiliki 1 (satu rumah sakit, yaitu RS Pelindo Husada Citra yang berlokasi di Jl. Prapat Kurung Selatan, Surabaya. RS Pelindo Husada Citra memiliki layanan unggulan, antara lain, *orthopedic centre*, layanan jantung, dan *MCU*.

## PT Pelindo Husada Citra

Pertamedika IHC acquired PT Pelindo Husada Citra on August 7 2022. To date, PT Pelindo Husada Citra has 1 (one hospital), namely Pelindo Husada Citra Hospital which is located on Jl. Prapat Kurung Selatan, Surabaya. Pelindo Husada Citra Hospital has excellent services, among others, orthopedic center, heart services, and MCU.

**Kepemilikan Saham PT Pelindo Husada Citra Per 31 Desember 2023**
PT Pelindo Husada Citra Share Ownership As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 67,00% |
| 2 | PT Pelabuhan Indonesia (Persero) | 31,7% |
| 3 | Koperasi Pegawai Pelabuhan Indonesia<br>Indonesian Port Employees Cooperative | 1,3% |

## PT Krakatau Medika

Pertamedika IHC mengakuisisi PT Krakatau Medika pada 7 Agustus 2020. PT Krakatau Medika saat ini memiliki 1 rumah sakit, yaitu RS Krakatau Medika yang berlokasi di Jalan Semang Raya Cilegon, Banten dengan layanan unggulan *trauma centre, cardiac centre*, dan kesehatan kerja.

## PT Krakatau Medika

Pertamedika IHC acquired PT Krakatau Medika on August 7, 2020. PT Krakatau Medika currently has 1 hospital, namely RS Krakatau Medika which is located on Jalan Semang Raya Cilegon, Banten with excellent trauma center, cardiac center and occupational health services.

**Kepemilikan Saham PT Krakatau Medika Per 31 Desember 2023**
PT Krakatau Medika Share Ownership As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 70,93% |
| 2 | PT Krakatau Tirta Industri | 19,72% |
| 3 | PT Krakatau Daya Listrik | 9,35% |

## 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:

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

## PT Nusantara Medika Utama

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

1. Rumah Sakit Gatoel: Located on Jl Raden Wijaya Mojokerto; with excellent Hemodialysis and trauma center services;
2. Rumah Sakit Toeloengredjo: Located on Jl. A Yani Ds. Tulungrejo, Kediri with excellent Hemodialysis services;
3. Rumah Sakit Medika Utama: Located on Jl Kusuma Bangsa Blitar;
4. Rumah Sakit Perkebunan Jember: Located on Jl Bedadung Jember with excellent Hemodialysis services.

**Kepemilikan Saham PT Nusantara Medika Utama Per 31 Desember 2023**
PT Nusantara Medika Utama Share Ownership As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 67,00% |
| 2 | PT Perkebunan Nusantara X | 32,55% |
| 3 | Koperasi Karyawan RS Gatoel<br>Gatoel Hospital Employees Cooperative<br>Cooperative | 0,15% |
| 4 | Koperasi Karyawan RS Toeloengredjo<br>Toeloengredjo Hospital Employees | 0,15% |
| 5 | Koperasi Karyawan Alamanda<br>Alamanda Employee Cooperative | 0,15% |

## 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:

1. RS Lavalette
   Berlokasi di Jl WR Supratman Malang dengan layanan unggulan Hemodialisis dan Cancer Centre
2. RS Wonolangan
   Berlokasi di Jl Raya Dringu Probolinggo dengan layanan unggulan bedah urologi
3. RS Djatiroto
   Berlokasi di Jl PB Sudirman Lumajang
4. RS Elizabeth
   Berlokasi di Jl WR Supratman Situbondo dengan layanan unggulan Hemodialisis

## PT Nusantara Sebelas Medika

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

1. RS Lavalette
   Located on Jl WR Supratman Malang with excellent Hemodialysis and Cancer Center services
2. RS Wonolangan
   Located on Jl Raya Dringu Probolinggo with excellent urological surgery services
3. RS Djatiroto
   Located on Jl PB Sudirman Lumajang
4. RS Elizabeth
   Located on Jl WR Supratman Situbondo with excellent Hemodialysis services

**Komposisi pemegang saham PT NSM sebagai berikut :**
The composition of PT NSM shareholders is as follows:

| No | Nama Perusahaan<br>Company Name | Prosentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 67,00% |
| 2 | PT Perkebunan Nusantara XI | 32,80% |
| 3 | Koperasi Karyawan RS Lavalette<br>RS Lavalette Employees Cooperative | 0,20% |

## PT Rolas Nusantara Medika

Pertamedika IHC mengakuisisi PT Rolas Nusantara Medika (RNM) menjadi Anak Perusahaan pada 7 Agustus 2020. PT RNM saat ini memiliki 2 (dua) rumah sakit, yaitu:

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

## PT Rolas Nusantara Medika

Pertamedika IHC acquired PT Rolas Nusantara Medika (RNM) as a Subsidiary on August 7 2020. PT RNM currently has 2 (two) hospitals, namely:

1. RS Kaliwates: Located on Jl Diah Pitaloka Jember with excellent services for mothers and children;
2. RS Bhakti Husada: Located on Jl Krikilan Banyuwangi with excellent medical rehabilitation services.

**Kepemilikan Saham PT Rolas Nusantara Medika Per 31 Desember 2023**
Share Ownership of PT Rolas Nusantara Medika As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 67,000% |
| 2 | PT Perkebunan Nusantara XII | 32,999% |
| 3 | Koperasi Kantor Direksi Perkebunan Nusantara XII<br>Cooperative Office of the Directors of Perkebunan Nusantara XII | 0,002% |

## PT Bakti Timah Solusi Medika

PT Bakti Timah Solusi Medika (BTSM) menjadi Anak Perusahaan Pertamedika IHC sejak 26 Juli 2023 melalui proses akuisisi. PT BTSM memiliki kegiatan usaha sebagai berikut :

1. Pedagang Besar Farmasi
2. Penyalur Alat Kesehatan
3. Perdagangan Umum dan Besar
4. Pengelolaan Parkir *off street*
5. Pengelolaan Laundry Rumah Sakit
6. Pengelolaan dan *Membership* Klinik

## PT Bakti Timah Solusi Medika

PT Bakti Timah Solusi Medika (BTSM) has become a subsidiary of Pertamedika IHC since 26 July 2023 through an acquisition process. PT BTSM has the following business activities:

1. Pharmaceutical Wholesalers
2. Medical Equipment Distributor
3. General and Large Trade
4. Off street parking management
5. Hospital Laundry Management
6. Clinic Management and Membership

**Komposisi Pemegang Saham PT BTSM sebagai berikut :**
The composition of PT BTSM Shareholders is as follows:

| No | Nama Perusahaan<br>Company Name | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 96,00% |
| 2 | PT Bakti Timah Medika | 2,00% |
| 3 | PT Dok dan Perkapalan Air Kantung | 2,00% |

## PT Pertamedika Bali Hospital

PT Pertamedika Bali Hospital (PBH) menjadi Anak Perusahaan Pertamedika IHC sejak 24 Juli 2023 melalui pembentukan Anak Perusahaan. PT PBH memiliki 1 RS yaitu Bali International Hospital yang berlokasi di Kawasan Khusus Ekonomi (KEK) Kesehatan Sanur, Bali

## PT Pertamedika Bali Hospital

PT Pertamedika Bali Hospital (PBH) has become a subsidiary of Pertamedika IHC since July 24, 2023 through the formation of a subsidiary. PT PBH has 1 hospital, namely Bali International Hospital, which is located in the Sanur Health Special Economic Zone (KEK), Bali

**Komposisi Pemegang Saham PT PBH sebagai berikut :**
The composition of PT PBH Shareholders is as follows:

| No | Nama Perusahaan<br>Company Name | Persentase Kepemilikan Saham<br>Percentage of Share Ownership |
|---|---|---|
| 1 | PT Pertamina Bina Medika IHC | 98,53% |
| 2 | PT Pertamina Pedeve Indonesia | 1,47% |

# Struktur Grup Perusahaan
## Company Group Structure

### 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** (Makassar) (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 Krikilan Glenmore (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
6. **RS Bakti Timah Karimun** (Kepulauan Babel) (0777) 7367085

**RT 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 Nusantara Sebelas Medika**

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

# Kronologis Pencatatan Saham
## Share Listing Chronology

Hingga akhir tahun 2023, Pertamedika IHC belum pernah mencatatkan saham di Bursa Saham, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa.

Until the end of 2023, Pertamedika IHC has never listed shares on the Stock Exchange, so there is no information regarding the chronology of the listing, types of corporate actions, changes in the number of shares, or the name of the exchange.

# Kronologis Pencatatan Efek Lainnya
## Other Securities Listing Chronology

Hingga akhir tahun 2023, maupun tanggal disampaikannya data/informasi ini, Perusahaan tidak menerbitkan efek lainnya dalam bentuk apapun. Dengan demikian tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa dimana efek lainnya dicatatkan; dan peringkat efek.

Until the end of 2023, as well as the date this data/information is submitted, the Company has never listed any other securities in any form. Thus, there is no information regarding the name of other securities, year of issuance of other securities, interest rate/yield on other securities, and maturity date of other securities; value of other securities offerings; name of the exchange where other securities are listed; and effect ratings.

# Akuntan Publik
## Public Accountant

| | |
|---|---|
| **Nama Akuntan Publik**<br>Name of Public Accountant | **KAP Ernst & Young** |
| **Nama Kantor Akuntan Publik**<br>Name of Public Accounting Firm | **KAP EY-Purwanto, Sungkoro & Surja** |
| **Alamat**<br>Address | **Indonesia Stock Exchange Building Tower 2.7th Floor Jl. Jenderal Sudirman Kav. 52-53, Jakarta 12190** |
| **Periode Penugasan**<br>Assignment Period | **2023** |
| **Jasa yang Diberikan**<br>Services Rendered | **Jasa Audit Laporan Keuangan Konsolidasian** |
| **Biaya**<br>Fee | **Rp5.445.032.850** |

# Lembaga dan/ atau Profesi Penunjang

## Supporting Institutions and/or Professionals

**Daftar Lembaga dan Profesi Penunjang**
List of Supporting Institutions and Professionals

| Lembaga Institution | Nama Name | Alamat Address | Jenis dan Bentuk Jasa Types and Forms of Services | Biaya Fee (Rp) | Periode Penugasan Assignment Period |
|---|---|---|---|---|---|
| **Notaris** Notary | **Aulia Taufani. S.H.** | **Menara Sudirman Lantai 18 ABD, Jl. Jendral Sudirman Kav. 60, Jakarta Selatan** | **Jasa Notaris PT Pertamina Bina Medika IHC** Notary Services at PT Pertamina Bina Medika IHC | **Rp40.000.000, -** | **10 Januari 2023 – 9 Januari 2024** January 10, 2023 – January 9, 2024 |
| **Konsultan Hukum** Public Accounting Firm | **William Hendrik & Siregar Djojonegoro** | **Palma One, 3rd floor Suite 308, Jl. H.R. Rasuna Said No. 4, Kuningan Timur, Setiabudi, Jakarta Selatan 12950** | **Jasa Konsultan Hukum Rencana Aksi Korporasi** Legal Consultant Services on Corporate Action Plan | **Rp1.950.000.000** | **5 Januari 2023 – 4 Januari 2024** January 5, 2023 – January 4, 2024 |
| **Konsultan Hukum** Public Accounting Firm | **Risma Situmorang & Partners** | **Jl. Antara No. 45A, Pasar Baru, Jakarta Pusat 10710** | **Jasa Advokat untuk mewakili Direksi PT Pertamina Bina Medika IHC qq RS Pusat Pertamina di MA RI melalui PN Jkt.Sel atas Kasasi PMH PT Alma Madani terhadap Pertamedika IHC** Advocate Services to represent the Board of Directors of PT Pertamina Bina Medika IHC qq Pertamina Central Hospital at the Supreme Court of the Republic of Indonesia through the South Jakarta District Court for the Cassation of PMH PT Alma Madani against Pertamedika IHC | **Rp155.400.000** | **7 November 2023 – dikeluarkannya putusan kasasi** November 7, 2023 – issuance of cassation decision |
| **Aktuaria** Actuary | **Riana dan Rekan Konsultan Aktuaria** Actuary Consultant | **District 8, Treasury Tower Lt 6N SCBD, Senayan kebayoran baru Jakarta Selatan** | **Perhitungan Jasa Aktuaria** Actuarial Services Calculation | **Rp207.207.207** | **19 Oktober 2023 - 30 Maret 2024** October 19, 2023 - March 30, 2024 |

# 4

# Analisis dan Pembahasan Manajemen

## Management Discussion and Analysis

**Pertamedika IHC berkomitmen untuk memberikan standar pelayanan terbaik kepada setiap pasien di semua jaringan Rumah Sakit dan jasa pengelolaan manajemen Rumah Sakit.**

Pertamedika IHC is committed to providing the best service standards to every patient in all hospital networks and hospital management services.

Medical Check up

# Tinjauan Umum
## GENERAL REVIEW

## Tinjauan Ekonomi Makro

Di sepanjang tahun 2023, dinamika perekonomian global berubah cepat dengan ketidakpastian yang tinggi. Optimisme pemulihan pasca Covid-19 pun berangsur meredup. Fragmentasi geopolitik-ekonomi meningkat dengan berlangsungnya perang Rusia-Ukraina yang menyebabkan keterbatasan pasokan serta tetap tingginya harga energi dan pangan global. Sementara itu, berlanjutnya ketegangan perdagangan antara Amerika Serikat (AS) dan Tiongkok berdampak pada penurunan tidak hanya ekspor-impor kedua negara tersebut, tetapi juga volume perdagangan dunia.

Di sisi lain, ketegangan Israel dan Palestina sejak awal Oktober 2023 menambah ketegangan geopolitik di Kawasan Timur Tengah dan juga dunia. Hal ini mengakibatkan proses pemulihan ekonomi global semakin melambat, disertai dengan berlanjutnya tekanan inflasi karena harga energi dan pangan dunia, serta keketatan pasar tenaga kerja di sejumlah negara maju.

Perlambatan ekonomi dunia juga disebabkan oleh pengetatan moneter yang harus ditempuh bank-bank sentral untuk menurunkan inflasi, dengan kenaikan suku bunga yang sangat tinggi di negara maju, khususnya Amerika

## Macroeconomic Review

Throughout 2023, the dynamics of the global economy has change rapidly with high uncertainty. Optimism for post-Covid-19 recovery is gradually fading. Geopolitical-economic fragmentation increased with the ongoing Russian-Ukrainian war which caused supply limitations and continued high global energy and food prices. Meanwhile, continuing trade tensions between the United States (US) and China have resulted in a decline not only in the exports and imports of the two countries, but also in the volume of world trade.

On the other hand, tensions between Israel and Palestine since early October 2023 have added to geopolitical tensions in the Middle East region and also the world. This has resulted in the global economic recovery process becoming increasingly slow, accompanied by continued inflationary pressures due to world energy and food prices, as well as tight labor markets in a number of developed countries.

The world economic slowdown was also caused by the monetary tightening that central banks had to undertake to reduce inflation, with very high interest rates increasing in developed countries, especially the United States. Soaring

Serikat. Melonjaknya utang pemerintah untuk membiayai ekspansi kebijakan fiskal di negara maju, khususnya AS, makin mendorong suku bunga dan kuatnya dolar AS di pasar keuangan global sehingga menarik aliran modal dunia dalam jumlah besar.

Tekanan inflasi yang masih terus berlanjut hingga penghujung tahun 2023 tersebut mengindikasikan bahwa perekonomian global masih akan berada pada situasi *high for longer*, di mana tingkat suku bunga global yang bertahan pada level yang tinggi dalam jangka waktu yang lebih lama.

Dalam laporan *World Economic Outlook* (WEO) yang dirilis pada Oktober 2023, International Monetary Fund (IMF) memproyeksikan perekonomian global tahun 2023 tumbuh melemah dari 3,5% di tahun 2022 menjadi 3,0% di 2023 dan melanjutkan pelemahan ke 2,9% di 2024. Divergensi pemulihan ekonomi juga semakin lebar di mana perekonomian AS menunjukkan tren pemulihan yang menguat sementara kawasan lain, seperti Eropa dan Tiongkok mengalami tren pemulihan yang lemah.

### Perkembangan Ekonomi Domestik

Di Tanah Air, pertumbuhan ekonomi relatif terjaga, meski melambat dibanding tahun 2023, namun Indonesia termasuk salah satu negara dengan kinerja pertumbuhan ekonomi yang masih kuat. Berdasarkan Tinjauan Ekonomi, Keuangan, & Fiskal Edisi IV 2023 yang dirilis oleh Badan Kebijakan Fiskal, Kementerian Keuangan Republik Indonesia, daya tahan ekonomi nasional terutama ditopang oleh APBN yang bekerja dengan baik dalam fungsinya sebagai stabilisator dan *shock absorber* untuk melindungi masyarakat.

Perlambatan pertumbuhan ekonomi Indonesia terutama disebabkan oleh menurunnya permintaan global yang mengakibatkan penurunan kinerja ekspor, sedangkan permintaan domestik masih cukup kuat sejalan dengan pertumbuhan konsumsi rumah tangga.

Berdasarkan data Badan Pusat Statistik (BPS), Ekonomi Indonesia tahun 2023 tumbuh sebesar 5,05%, lebih rendah dibanding capaian tahun 2022 yang mengalami pertumbuhan sebesar 5,31%. Dari sisi produksi, pertumbuhan tertinggi terjadi pada Lapangan Usaha Transportasi dan Pergudangan sebesar 13,96%. Sementara dari sisi pengeluaran pertumbuhan tertinggi dicapai oleh Pengeluaran Konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (PK-LNPRT) sebesar 9,83%.

## Analisis Industri Layanan Kesehatan dan Posisi Perusahaan dalam Industri

Tahun 2023 menjadi tahun pemulihan terutama akibat pademi Covid-19. Meski terjadi beberapa tahun lalu, namun menjadi salah satu pendorong transformasi dan perubahan pelayanan kesehatan di Indonesia. Industri kesehatan mampu tumbuh pesat seiring meningkatnya kesadaran masyarakat terhadap pentingnya perawatan diri, makanan yang sehat, olahraga, hingga kesehatan mental.

government debt to finance the expansion of fiscal policy in developed countries, especially the US, has further pushed up interest rates and the strength of the US dollar in global financial markets, thereby attracting large flows of world capital.

Inflationary pressures that will continue until the end of 2023 indicate that the global economy will remain in a high situation for longer, where global interest rates will remain at high levels for a longer period of time.

In the World Economic Outlook (WEO) report released in October 2023, the International Monetary Fund (IMF) projects that the global economy in 2023 will grow weaker from 3.5% in 2022 to 3.0% in 2023 and continue to weaken to 2.9% in 2024. The divergence in economic recovery is also widening, with the US economy showing a stronger recovery trend while other regions, such as Europe and China, are experiencing a weak recovery trend.

### Domestic Economic Development

In Indonesia, economic growth is relatively maintained, although it is slowing compared to 2023, but Indonesia is one of the countries with strong economic growth performance. Based on the Economic, Financial and Fiscal Review, Edition IV 2023, released by the Fiscal Policy Agency, Ministry of Finance of the Republic of Indonesia, the resilience of the national economy is mainly supported by the APBN which works well in its function as a stabilizer and shock absorber to protect society.

The slowdown in Indonesia's economic growth was mainly caused by declining global demand which resulted in a decline in export performance, while domestic demand was still quite strong in line with growth in household consumption.

Based on data from the Central Statistics Agency (BPS), the Indonesian economy in 2023 will grow by 5.05%, lower than the achievement in 2022 which experienced growth of 5.31%. In terms of production, the highest growth occurred in the Transportation and Warehousing Business Field at 13.96%. Meanwhile, in terms of expenditure, the highest growth was achieved by the Consumption Expenditure of Nonprofit Institutions Serving Households (PK-LNPRT) at 9.83%.

## Analysis of the Healthcare Industry and Company Position in the Industry

2023 will be a year of recovery, especially due to the Covid-19 pandemic. Even though it happened several years ago, it has become one of the drivers of transformation and change in health services in Indonesia. The health industry is able to grow rapidly along with increasing public awareness of the importance of self-care, healthy food, exercise and mental health.

Hal ini pun mendorong pelaku industri ini untuk terus berinovasi dan melakukan terobosan baru. Kementerian Kesehatan pun gencar mengembangkan pelayanan kesehatan primer sampai tingkat desa dan kelurahan, peningkatan pendidikan dokter spesialis, dan percepatan masa produksi dokter.

Salah satu strategi untuk mendorong tumbuhnya pelayanan kesehatan, Kementerian Kesehatan meluncurkan cetak biru strategi Transformasi Digital Kesehatan 2024 yang mengubah fokus layanan kesehatan dari pelaporan untuk pejabat menjadi pelayanan untuk masyarakat.

Pada tahun 2023 ini pula, Pemerintah menerbitkan Undang-Undang No. 17 Tahun 2023 tentang Kesehatan. Undang-undang ini menjadi landasan untuk melakukan berbagai upaya percepatan dalam menjalankan transformasi kesehatan melalui 6 pilar, yaitu transformasi layanan primer, layanan rujukan, sistem ketahanan kesehatan, sistem pembiayaan kesehatan, SDM kesehatan, dan teknologi kesehatan.

Forum Nasional Kebijakan Kesehatan Indonesia dalam situs resminya menjelaskan bahwa Undang-Undang Kesehatan Nomor 17 Tahun 2023 merupakan tonggak penting dalam reformasi sektor kesehatan Indonesia. Undang-undang ini secara khusus menetapkan tujuan untuk meningkatkan akses dan pemerataan pelayanan kesehatan bagi seluruh penduduk, tanpa memandang status sosial, ekonomi, atau geografis.

Transformasi kesehatan pasca undang-undang ini mencakup berbagai aspek, termasuk pendanaan kesehatan yang menjadi pondasi utama dalam mewujudkan pemerataan pelayanan kesehatan yang lebih baik. Meskipun telah ada komitmen untuk pemerataan pelayanan kesehatan, realitas lapangan masih menunjukkan ketidakseimbangan yang signifikan.

Pelayanan kesehatan berkualitas seringkali lebih mudah diakses di daerah perkotaan daripada di daerah pedesaan, sementara masyarakat dengan tingkat pendapatan rendah menghadapi hambatan dalam mengakses layanan kesehatan yang memadai. Disparitas ini tercermin dalam angka kesehatan yang tidak merata, seperti angka kematian ibu dan bayi yang masih tinggi di beberapa daerah. Dalam upaya mengatasi tantangan ini, pemerintah Indonesia mengeluarkan Undang-Undang Kesehatan Nomor 17 Tahun 2023 yang mengamanatkan transformasi sistem kesehatan untuk mencapai pelayanan yang lebih merata dan bermutu.

## Pertamedika IHC Merespon Tantangan

Amanah dan nilai-nilai yang terkandung dalam Undang-Undang No. 17 tahun 2023 tentang Kesehatan tersebut, sejalan dengan latar belakang pembentukan Holding Rumah Sakit BUMN, di antaranya, yaitu:

1. Penyediaan Layanan Kesehatan Berkualitas :
   a. Meningkatkan kualitas hidup manusia indonesia menuju indonesia sehat
   b. Membangun keunggulan kompetitif melalui peningkatan dan standarisasi kualitas layanan kesehatan

This also encourages industry players to continue to innovate and make new breakthroughs. The Ministry of Health is also aggressively developing primary health services at the village and sub-district level, increasing the education of specialist doctors, and accelerating the production period of doctors.

One strategy to encourage the growth of health services, the Ministry of Health launched a blueprint for the 2024 Digital Health Transformation strategy which changes the focus of health services from reporting for officials to serving the community.

Also in 2023, the Government will issue Law no. 17 of 2023 concerning Health. This law is the basis for carrying out various accelerated efforts in carrying out health transformation through 6 pillars, namely transformation of primary services, referral services, health resilience systems, health financing systems, health human resources and health technology.

The National Forum for Indonesian Health Policy on its official website explains that Health Law Number 17 of 2023 is an important milestone in reforming the Indonesian health sector. This law specifically sets the goal of increasing access and equity of health services for the entire population, regardless of social, economic or geographic status.

The health transformation after this law covers various aspects, including health funding which is the main foundation in realizing better distribution of health services. Even though there has been a commitment to equitable distribution of health services, the reality on the ground still shows significant imbalances.

Quality health services are often more accessible in urban areas than in rural areas, while people with low income levels face barriers in accessing adequate health services. This disparity is reflected in unequal health rates, such as maternal and infant mortality rates which are still high in some areas. In an effort to overcome this challenge, the Indonesian government issued Health Law Number 17 of 2023 which mandates the transformation of the health system to achieve more equitable and quality services.

## Pertamedika IHC Responds to Challenges

The mandate and values contained in Law no. 17 of 2023 concerning Health, is in line with the background to the formation of the BUMN Hospital Holding, including:

1. Provision of Quality Health Services:
   a. Improving the quality of life of Indonesian people towards a healthy Indonesia
   b. Building competitive advantage through improving and standardizing the quality of health services

2. Peningkatan jaringan dan skala :
   a. Mengembangkan jaringan / lokasi layanan kesehatan se-indonesia
   b. Meningkatkan skala dan memperkuat dampak Rumah Sakit BUMN pada industri layanan kesehatan
3. Pengembangan kapabilitas dan inovasi
4. Integrasi dan sinergi Ekosistem Sektor Kesehatan Nasional

Pertamedika IHC sebagai pemegang Holding RS BUMN, berupaya menjalan tugas dan tanggung jawab tersebut, melalui berbagai inovasi, kebijakan, strategi, dan rencana strategis yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan, serta Rencana Jangka Panjang Perusahaan (RJPP).

## Rencana Kerja dan Kebijakan Strategis 2023

Rencana kerja dan kebijakan strategis Perusahaan tahun 2023 tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023, yang disusun oleh Manajemen dan disahkan oleh Pemegang Saham melalui Keputusan Pemegang Saham secara Sirkuler.

## Asumsi Penyusunan RKAP Tahun 2023

Dalam menyusun RKAP tahun 2023, Manajemen mempertimbangkan asumsi internal dan eksternal, serta analisis SWOT.

Analisis SWOT adalah suatu metode perencanaan strategis yang efektif berasal dari sumber daya internal (*strength* dan *weakness*) dan eksternal (*opportunity* dan *threat*). Keuntungan dari analisis SWOT adalah menghubungkan faktor internal dan eksternal untuk merangsang strategi baru, oleh karena itu perencanaan yang berdasarkan pada sumber daya dan kompetensi dapat memperkaya analisis SWOT dengan mengembangkan perspektif internal.

Analisis SWOT mengarahkan analisis strategi dengan cara memfokuskan perhatian pada kekuatan (*strengths*), kelemahan (*weaknesses*), peluang (*opportunities*) dan ancaman (*threats*) yang merupakan hal yang kritis bagi keberhasilan perusahaan.

Maka perlunya identifikasi terhadap peluang dan ancaman yang dihadapi serta kekuatan dan kelemahan yang dimiliki perusahaan melalui telaah terhadap lingkungan usaha dan potensi sumber daya perusahaan dalam menetapkan sasaran dan merumuskan strategi perusahaan yang realistis dalam mewujudkan misi dan visinya.

2. Increased network and scale:
   a. Developing a network/location of health services throughout Indonesia
   b. Increase the scale and strengthen the impact of BUMN Hospitals on the healthcare industry
3. Capability development and innovation
4. Integration and synergy of the National Health Sector Ecosystem

Pertamedika IHC as the holder of the BUMN Hospital Holding, strives to carry out these duties and responsibilities, through various innovations, policies, strategies and strategic plans as outlined in the Company's Work Plan and Budget, as well as the Company's Long Term Plan (RJPP).

## Work Plan and Strategic Policy for 2023

The Company's work plan and strategic policies for 2023 are contained in the 2023 Company Work Plan and Budget (RKAP) 2023, prepared by Management and ratified by Shareholders through a Circular Shareholder Resolutions.

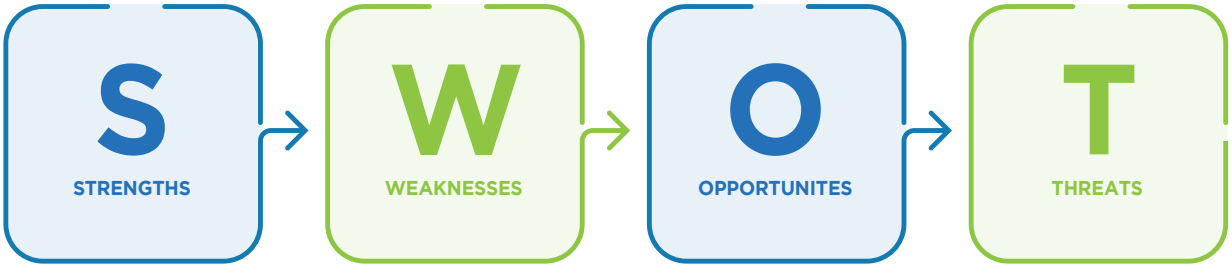
## Assumptions for Preparing the 2023 RKAP

In preparing the 2023 RKAP, Management considered internal and external assumptions, as well as SWOT analysis.

SWOT analysis is an effective strategic planning method derived from internal (strength and weakness) and external (opportunity and threat) resources. The advantage of SWOT analysis is that it links internal and external factors to stimulate new strategies, therefore planning based on resources and competencies can enrich SWOT analysis by developing an internal perspective.

SWOT analysis directs strategic analysis by focusing attention on strengths, weaknesses, opportunities and threats which are critical to the company's success.

So it is necessary to identify the opportunities and threats faced as well as the strengths and weaknesses of the company through studying the business environment and potential company resources in setting targets and formulating realistic company strategies in realizing its mission and vision.



## Arahan Pemegang Saham

Selain asumsi-asumsi di atas, dalam menyusun target kinerja 2023 beserta strategi dan rencana strategisnya, Manajemen juga memperhatikan Arahan Pemegang Saham yang disampaikan dalam Rapat Umum Pemegang Saham yang dilaksanakan pada 7 Juni 2023.

Adapun Arahan Pemegang Saham untuk dituangkan dalam RKAP, yaitu:

1. Menyusun program kerja dalam rangka implementasi ESG mengacu pada ESG *Roadmap* khususnya dalam upaya penurunan emisi (dekarbonisasi).
2. Sinergi dan kolaborasi antar perusahaan di Grup Pertamina dalam pelaksanaan pengadaan,
3. Meningkatkan operational *excellence* dan kapabilitas project management di seluruh kegiatan operasi dan pelaksanaan proyek serta memastikan realisasi CAPEX sesuai dengan target ROIC dan EBITDA/interest project. Apabila target *revenue* dari *project* tersebut tidak tercapai, maka harus dikompensasi dari *project* lainnya.
4. Meningkatkan efisiensi antara lain melalui sentralisasi *procurement*, standarisasi formularium obat dan alat kesehatan.
5. Meningkatkan integrasi dan konsolidasi Rumah Sakit BUMN untuk memperluas jaringan serta meningkatkan sistem dan standar layanan, termasuk membangun kerja sama dengan pemain global sektor kesehatan dalam rangka pengembangan bisnis baik organik maupun anorganik.

## Shareholders Direction

In addition to the assumptions above, in preparing the 2023 performance target along with its strategies and strategic plans, Management also took into account the Shareholder Directions conveyed at the General Meeting of Shareholders held on June 7, 2023.

The Shareholder Directions to be included in the RKAP are:

1. Prepare a work program for the implementation of ESG referring to the ESG Roadmap, especially in efforts to reduce emissions (decarbonization).
2. Synergy and collaboration between companies in the Pertamina Group in procurement implementation,
3. Improve excellence operational and project management capabilities in all operational activities and project implementation and ensure that CAPEX realization is in line with ROIC and EBITDA/project interest targets. If the revenue target from the project is not achieved, it must be compensated from another project.
4. Increasing efficiency, including through centralization of procurement, standardization of drug and medical device formularies.
5. Increasing integration and consolidation of state-owned hospitals to expand networks and improve systems and service standards, including building collaboration with global players in the health sector in the context of developing both organic and inorganic businesses.

## Strategi dan Rencana Strategis 2023

Adapun program strategis yang dicanangkan untuk dilaksanakan pada tahun 2023, sebagai berikut:

1. Program Transformasi, meliputi ( *Pricing, Procurement,Win Back* Pasien Jaminan non bpjs,bpjs *Strategy,Digital Eco System,Doctor Optimization*,COE,*Clinical Experience,Patient Experience,Branding Marketing,Nursing Quality,Talent Management*)
2. *Product Development & Marketing Program*, meliputi (*Integrated Marketing Communication, Strategic Selling, New Business Model)*
3. *Healthcare Ecosystem* Melalui Sinergi, meliputi (meningkatkan hasil tindakan klinis terhadap pasien, mengurangi total biaya layanan,membuat bisnis proses lebih efisien,menghasilkan *revenue* dalam ekosistem
4. *Human Capital & General Affairs*, meliputi ( *organization Alignment,Talent Development,Training* dan *Acceleration Program*
5. *Medical Services*, meliputi :
   a. Meningkatkan standar layanan dengan kualitas internasional
   b. Digitalisasi MCU dan Standarisasi hasil H+1
   c. Aktif dalam Sistem Penanganan Gawat Darurat Terpadu (SPGDT)
   d. Peningkatan slot utilisasi klinik dengan penambahan jenis spesialisasi
   e. Peningkatan populasi BPJS Klinik
   f. Pengembangan layanan telemedicine
   g. Peningkatan sinergi untuk merujuk dengan *holding* Farmasi

## Strategy and Strategic Plan 2023

The strategic programs planned to be implemented in 2023 are as follows:

1. Transformation Program, including (pricing, procurement, non-BPJS guarantee patient win back, BPJS strategy, digital eco system, doctor optimization, COE, clinical experience, patient experience, branding marketing, nursing quality, talent management)
2. Product Development & Marketing Program, including (integrated marketing communication, Strategic Selling, New Business Model)
3. Healthcare Ecosystem Through Synergy, including (improving clinical action results for patients, reducing total service costs, making business processes more efficient, generating revenue in the ecosystem
4. Human Capital & General Affairs, including (organization Alignment, Talent Development, Training and Acceleration Program
5. Medical Services, including:
   a. Improve service standards with international quality
   b. Digitalization of MCU and standardization of H+1 results
   c. Active in the Integrated Emergency Management System (SPGDT)
   d. Increased clinic utilization slots with additional types of specialization
   e. Increase in BPJS Clinic population
   f. Development of telemedicine services
   g. Increased synergy to refer to the Pharmaceutical holding

h. Pengembangan layanan homecare
6. *Medical Support*
   a. Program sertifikasi ISO antara Lain ISO I :2015 Sistem Manajemen Mutu, ISO 45001:2018 Sistem Manajemen Kesehatan & Keselamatan Kerja, ISO 140012015 Sistem Manajemen Lingkungan.
   b. Akreditasi 14 Kinik
      i) *Monitoring* & Evaluasi Pencapaian Indikator Mutu Rumah Sakit
      ii) *Surveillance* Sistem Manajemen Mutu ISO 9001-2015
      iii) Sertifikasi Sistem Manajemen K3 ISO 45001:2018
      iv) Sertifikasi Sistem Management Lingkungan ISO 140012015
      v) Pengembangan Digitalisasi Laporan MCU
      vi) Standarisasi *Medical Emergency Response Plan* (MERP) I Tanggap Darurat Medis (TOM)
      vii) *Monitoring* dan Evaluasi layanan klink on site
      viii) Sentralisasi Kalibrasi alat Kesehatan
7. *Corporate Planning & Investment*
   a. *Footprint New Hospital*
   b. Pembangunan Bali Internasional Hospital
   c. Optimalisasi RS Existing dan Inovasi Model Bisnis Baru
   d. Pengelolaan Anak Perusahaan
   e. *Unlock Value*
   f. *Corporate Action*
8. *Finance*
   a. *Transformasi Pricing*
   b. *Dashboard Finance*
   c. Penguatan *System*
   d. Perencanaan Keuangan
   e. Penguatan *System*
9. *Supply Chain & Procurement*
   a. Melakukan pengadaan bersama atas obat, alkes dan peralatan lainnya
   b. Melakukan standarisasi
   c. Sentralisasi pengadaan
10. *Corporate Secretary*
    a. Penyusunan RKAP
    b. Implementasi *Call Centre*
    c. Aktivasi *Branding*
    d. Implementasi ESG di semua RS
11. Internal Audit
    a. *Audit management system*
    b. Audit Konsultasi
    c. Kinerja Internal Audit AP
12. ICT
    a. Pengembangan *Telemedicine* rujukan dengan Biofarma dan Home Care
    b. Aspirasi Pemegang Saham : *Master Plan IT, Assessment Maturity level IT, Talent Development* dan Riset dan Inovasi, Sinergi Ekosistem kesehatan BUMN
    c. *Blueprint* Operasional Sistem ERP
    d. Penentuan dan Implementasi ERP *Group* IHC
    e. *Development* SIM RS IHC
    f. *Dashboard Management*
    g. Pengembangan *Website* IHC
    h. Pengembangan IHC *Mobile* dan *Bridging* Asuransi dan TPA

h. Development of homecare services
6. Medical Support
   a. ISO certification programs include ISO I:2015 Quality Management System, ISO 45001:2018 Occupational Health & Safety Management System, ISO 140012015 Environmental Management System.
   b. Accreditation of 14 Clinics
      i) Monitoring & Evaluation of Achievement of Hospital Quality Indicators
      ii) ISO 9001-2015 Quality Management System Survey
      iii) ISO 45001:2018 OHS Management System Certification
      iv) ISO 140012015 Environmental Management System Certification
      v) Development of Digitization of MCU Reports
      vi) Standardization of Medical Emergency Response Plan (MERP) I Medical Emergency Response (TOM)
      vii) Monitoring and Evaluation of on site clinic services
      viii) Centralization of medical equipment calibration
7. Corporate Planning & Investment
   a. Footprint of New Hospital
   b. Construction of the Bali International Hospital
   c. Optimizing Existing Hospitals and Innovating New Business Models
   d. Subsidiaries Management
   e. Unlock Value
   f. Corporate Action
8. Finance
   a. Pricing Transformation
   b. Finance Dashboard
   c. System Strengthening
   d. Financial planning
   e. System Strengthening
9. Supply Chain & Procurement
   a. Carry out joint procurement of medicines, medical equipment and other equipment
   b. Standardize
   c. Centralization of procurement
10. Corporate Secretary
    a. Preparation of RKAP
    b. Call Center Implementation
    c. Branding Activation
    d. Implementation of ESG in all hospitals
11. Internal audit
    a. Audit management system
    b. Consultation Audit
    c. AP Internal Audit Performance
12. ICT
    a. Development of referral Telemedicine with Biofarma and Home Care
    b. Shareholder Aspirations: IT Master Plan, IT Level Maturity Assessment, Talent Development and Research and Innovation, BUMN Health Ecosystem Synergy
    c. ERP System Operational Blueprint
    d. Determination and Implementation of IHC Group ERP
    e. Development of IHC Hospital SIM
    f. Dashboard Management
    g. Development of IHC Website
    h. Development of IHC Mobile and Bridging Insurance and TPA

# Tinjauan Operasi Per Segmen Usaha
## OPERATIONAL OVERVIEW PER BUSINESS SEGMENT

Hingga akhir tahun 2023, Laporan Keuangan Perusahaan belum menerapkan PSAK 5 (Penyesuaian 2015) tentang Segmen Operasi. Namun demikian, berdasarkan Laporan Keuangan Perseroan yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja(Ernst & Young Indonesia) dengan opini Wajar dalam Semua Hal yang Material

Until the end of 2023, Company Financial Statements have not implemented PSAK 5 (2015 Adjustments) concerning Operating Segment. However, based on the Company Financial Statemen audited by the Office Public Accounting Firm of Purwantono, Sungkoro & Surja(Ernst & Young Indonesia) with a Fair Opinion in All Material aspects.

Kegiatan Usaha Pertamedika IHC berdasarkan Laporan Keuangan

Pertamedika IHC Business Activities based on Financial Statements

- **Penunjang Medis** Medical support
- **Rawat Inap** Inpatient
- **Farmasi** Medical support
- **Rawat Jalan** Outpatient
- **Pendapatan Umum** General Income

Sekilas tentang profitabilitas dan kontribusi setiap produk dan layanan jasa IPC TPK dapat dilihat pada tabel di bawah ini:

A glance at the profitability and contribution of each IPC TPK product and service can be seen in the table below:

**Profitabilitas Produk dan Layanan Jasa Terhadap Pendapatan Pertamedika IHC**
Profitability of Products and Services on Pertamedika IHC Revenue

| Layanan Jasa Service | 2023 | | 2022 | | Kenaikan (Penurunan) Increase (Decrease) | | |
|---|---|---|---|---|---|---|---|
| | Jumlah Realisasi Total Realization (Rp) | Kontribusi Contribution (%) | Jumlah Realisasi Total Realization (Rp) | Kontribusi Contribution (%) | Selisih Difference (Rp) | (%) | |
| | (1) | | (2) | | (3 = 1-2) | (5 = 3/2) | |
| **Penunjang Medis** Medical support | 1.466.828 | 25,64% | 1.457.488 | 29,28% | 9.340 | 0,64% | ▲ |
| **Rawat Inap** Inpatient | 1.316.485 | 23,01% | 1.047.028 | 21,03% | 269.457 | 25,74% | ▲ |
| **Farmasi** Pharmacy | 1.162.084 | 20,32% | 1.000.581 | 20,10% | 161.503 | 16,14% | ▲ |
| **Rawat Jalan** Outpatient | 1.265.123 | 22,12% | 997.306 | 20,03% | 267.817 | 26,85% | ▲ |
| **Pendapatan Umum** | 509.653 | 8,91% | 476.106 | 9,56% | 33.547 | (28,06)% | ▲ |
| **Jumlah Pendapatan** Total Revenue | 5.720.173 | 100,00% | 4.978.509 | 100,00% | 741.664 | 14,90% | ▲ |

Ada pun pembahasan kinerja masing-masing layanan dan jasa kesehatan, terutama mengenai proses kegiatan usaha, kapasitas dan perkembangan, serta pendapatan dan profitabilitas, dapat dijabarkan sebagai berikut:

## Penunjang Medis

### Proses Bisnis dan Kinerja Operasional Penunjang Medis

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

### Strategi Peningkatan Kinerja Layanan Penunjang Medis

Untuk mendorong pencapaian kinerja terbaik dari layanan Penunjang Medis, Perseroan menerapkan sejumlah strategi, yaitu:

1. Membuat produk-produk layanan penunjang medis baru yang lebih variatif;
2. Menerapkan metode *Cost Per Test* sehingga dapat meningkatkan efisiensi di layanan penunjang.

### Produktivitas Layanan Penunjang Medis

There is also a discussion of the performance of each health service and services, especially regarding business activity processes, capacity and development, as well as income and profitability, which can be described as follows:

## Medical Support

### Business Processes and Medical Support Operational Performance

Medical support services are health services that focus on diagnostic examinations to confirm a medical diagnosis, such as clinical laboratories, pathology laboratories, radiodiagnostics and radionuclear. Medical support services also include service units that support medical therapy, namely pharmacy/pharmacy, blood bank, radiotherapy and medical rehabilitation.

### Strategy for Improving Performance of Medical Support Services

To encourage the achievement of the best performance from Medical Support services, the Company implements a number of strategies, namely:

1. Create new, more varied medical support service products;
2. Applying the Cost Per Test method so that it can increase efficiency in supporting services.

### Productivity of Medical Support Services

**Produktivitas Penunjang Medis Tahun 2022-2023**
Productivity of Medical Support in 2022-2023

| Uraian<br>Description | Satuan<br>Unit | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|---|
| | | | | Selisih<br>Difference | Persentase<br>Percentage<br>(%) |
| **Jumlah Kunjungan Penunjang Medis**<br>Total Medical Support Visits | **Per kunjungan**<br>Per visit | **16.741.953** | **13.252.280** | **3.489.673** | **26,3%** |

Jumlah Kunjungan Penunjang Medis merupakan jumlah kunjungan seluruh pasien yang melakukan pemeriksaan atau terapi pada penunjang medis dalam kurun waktu satu tahun. Jumlah Kunjungan Penunjang Medis di tahun 2023 tercatat sebanyak 16.741.953 kunjungan, naik 26,3% dibandingkan tahun 2022 sebanyak 13.252.280 kunjungan. Peningkatan kunjungan penunjang medis disebabkan adanya peningkatan jumlah pelaksanaan MCU dan produk layanan penunjang.

The number of medical support visits is the number of visits from all patients who underwent examination or therapy with medical support within one year. The number of Medical Support Visits in 2023 was recorded at 16,741,953 visits, an increase of 26.3% compared to 2022 of 13,252,280 visits. The increase in medical support visits was due to an increase in the number of MCU implementations and supporting service products.

## Pendapatan dan Profitabilitas Layanan Penunjang Medis

## Revenue and Profitability of Medical Support Services

**Tabel Pendapatan serta Profitabilitas Layanan Rawat Jalan**
Tabel Pendapatan serta Profitabilitas Layanan Rawat Jalan

**(Dalam jutaan rupiah)**
(In million rupiah)

| Uraian<br>Uraian | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase(Decrease) | |
|---|---|---|---|---|
| | | | Selisih<br>Difference | Persentase<br>Percentage (%) |
| **Pendapatan**<br>Revenue | 1.162.084 | 1.000.581 | 161.503 | 16,14% |
| **Laba (Rugi) Tahun Berjalan**<br>Profit (Loss) for the year | 294.503 | 311.377 | (16.874) | -5,42% |

Di tahun 2023, Pendapatan Penunjang Medis tercatat sebesar Rp1.466,83 miliar, naik Rp9,34 miliar atau 0,64% dibandingkan tahun 2022 sebesar Rp1.457,49 miliar. Kenaikan tersebut disebabkan peningkatan kunjungan operasional dan belanja pasien. Selain itu upaya optimalisasi telah mulai menunjukkan peningkatan layanan medis internal dan eksternal dengan melakukan promosi – promosi ke beberapa asuransi, instansi lembaga pemerintahan dan masyarakat umum dengan menawarkan layanan DCU.

Sementara Laba (Rugi) Tahun Berjalan tercatat sebesar Rp803,04 miliar mengalami penurunan 12,83% dari periode sebelumnya yang tercatat sebesar Rp921,22 miliar. Penurunan tersebut disebabkan oleh meningkatnya biaya operasional penunjang medis yang lebih tinggi daripada peningkatan pendapatan. Peningkatan biaya operasional tersebut terutama disebabkan oleh pengeluaran untuk meningkatkan mutu sarana dan prasarana layanan pendukung medis.

In 2023, Medical Support Revenue was recorded at Rp1,466.83 billion, an increase of Rp9.34 billion or 0.64% compared to 2022 of Rp1,457.49 billion. This increase was due to an increase in operational visits and patient spending. Apart from that, optimization efforts have begun to show improvements in internal and external medical services by carrying out promotions to several insurance companies, government agencies and the general public by offering DCU services.

Meanwhile, Profit (Loss) for the Year was recorded at Rp803.04 billion, a decrease of 12.83% from the previous period which was recorded at Rp921.22 billion. This decrease was caused by the increase in medical support operational costs which were higher than the increase in income. The increase in operational costs was mainly due to expenditure to improve the quality of medical support service facilities and infrastructure.

## Farmasi

### Proses Bisnis dan Kinerja Operasional Usaha Farmasi

Pelayanan Kefarmasian di Rumah Sakit merupakan bagian yang tidak terpisahkan dari sistem pelayanan kesehatan Rumah Sakit yang berorientasi kepada pelayanan pasien, penyediaan Sediaan Farmasi, Alat Kesehatan, dan Bahan Medis Habis Pakai yang bermutu dan terjangkau bagi semua lapisan masyarakat termasuk pelayanan farmasi klinik. Kegiatan usaha Farmasi Pertamedika IHC yang telah dilaksanakan adalah pelayanan farmasi rawat jalan dan farmasi rawat inap yang buka 24 jam serta pengelolaan perbekalan farmasi.

### Strategi Peningkatan Kinerja Usaha Farmasi

Untuk mendorong pencapaian kinerja terbaik dari layanan Farmasi, Perseroan menerapkan sejumlah strategi, yaitu:

1. Adanya penyusunan standarisasi obat dan bahan medis pakai (BMHP) berupa FOPI (Formularium Obat Pertamedika IHC) dan DAKSPI (Daftar Alat Kesehatan Standar Pertamedika IHC).
2. Pengadaan obat dan bahan medis pakai dengan metode *Just In Time* dan *Lead Time*.
3. Mutasi perbekalan farmasi antar unit.

## Farmasi

### Business Processes and Operational Performance of Pharmacy Businesses

Pharmacy Services in Hospitals are an inseparable part of the Hospital health service system which is oriented towards patient service, providing quality and affordable Pharmacy Preparations, Medical Devices and Consumable Medical Materials for all levels of society, including clinical pharmacy services. Pertamedika IHC Pharmacy business activities that have been implemented are outpatient and inpatient pharmacy services that are open 24 hours as well as management of Pharmacy supplies.

### Strategy for Improving Performance of Pharmaceutical

To encourage the achievement of the best performance from Pharmacy services, the Company implements a number of strategies, namely:

1. There is preparation of standardization of drugs and medical materials for use (BMHP) in the form of FOPI (Pertamedika IHC Drug Formulary) and DAKSPI (Pertamedika IHC Standard Health Equipment List).
2. Procurement of medicines and medical materials using Just In Time and Lead Time methods.
3. Transfer of Pharmacy supplies between units.

### Produktivitas Usaha Farmasi

### Productivity of Pharmaceutical Business

**Produktivitas Usaha Farmasi Tahun 2022-2023**
Productivity of Pharmaceutical Business in 2022-2023

| Uraian Description | Satuan Unit | 2023 | 2022 | Kenaikan (Penurunan) Increase(Decrease) | |
|---|---|---|---|---|---|
| | | | | Selisih Difference | Persentase Percentage (%) |
| **Farmasi** Pharmacy | **Lembar Resep** Recipe Sheet | 6.824.946 | 6.792.636 | 32.310 | 0,48% |

### Pendapatan dan Profitabilitas Usaha Farmasi

### Pharmacy Revenue and Profitability

**(Dalam jutaan rupiah)**
(In million rupiah)

| Uraian Description | 2023 | 2022 | Kenaikan (Penurunan) Increase (Decrease) | |
|---|---|---|---|---|
| | | | Selisih Difference | Persentase Percentage (%) |
| **Pendapatan** Revenue | 462.213 | 384.281 | 77.932 | 20,28% |
| **Laba (Rugi) Tahun Berjalan** Profit (Loss) for the year | (356.792) | (172.970) | (183.822) | (106,27)% |

Di tahun 2023, Pendapatan Farmasi tercatat sebesar Rp1.155,71 miliar, naik Rp155,13 miliar.581 atau 16,14% dibandingkan tahun 2022 sebesar Rp1.000,58 miliar. Kenaikan tersebut disebabkan peningkatan kunjungan operasional dan belanja pasien. Selain itu, upaya optimalisasi telah mulai menunjukkan peningkatan perbaikan layanan farmasi melalui peningkatan kualitas layanan farmasi dan farmasi klinis.

Sementara Laba (Rugi) Tahun Berjalan tercatat sebesar Rp288,12 miliar mengalami penurunan 7% dari periode sebelumnya yang tercatat sebesar Rp311,37 miliar. Penurunan disebabkan oleh meningkatnya biaya farmasi yang lebih tinggi dari pada peningkatan pendapatan.

In 2023, Pharmacy Revenue was recorded at Rp1,155.71 billion, an increase of Rp155.13 billion, 581 or 16.14% compared to 2022 of Rp1,000.58 billion. This increase was due to an increase in operational visits and patient spending. In addition, optimization efforts have begun to show increased improvement in pharmaceutical services through improving the quality of pharmaceutical and clinical pharmacy services.

Meanwhile, Profit (Loss) for the Year was recorded at Rp288.12 billion, a decrease of 7% from the previous period which was recorded at Rp311.37 billion. The decrease was caused by increasing pharmacy costs which were higher than increasing revenue.

## Rawat Inap

## Inpatient

### Proses Bisnis dan Kinerja Operasional Rawat Inap

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 biopsiko- sosial-kultural-spiritual dari pasien, untuk menunjang proses perawatan dan kesembuhan pasien.

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

### Inpatient Business Processes and Operational Performance

Inpatient is medical services and follow-up care provided to patients in hospital inpatient rooms, if the patient's condition requires medical treatment and action as well as intensive monitoring from professional medical and nursing staff. Today's treatment rooms are made as comfortable as possible according to the patient's biopsycho-social-cultural-spiritual needs, to support the patient's treatment and recovery process.

Inpatient productivity can be seen from several factors, including: Number of Beds, Number of Treatment Days, Bed Occupancy Rate (BOR), Average Length of Stay (AvLOS), Bed Turn Over (BTO), Turn Over Interval (TOI), Number Inpatient Visits and Inpatient Third Party Visits.

## Strategi Peningkatan Kinerja Rawat Inap

Pertamedika IHC berupaya meningkatkan kualitas ruang rawat inap agar memenuhi kebutuhan bio-psiko-sosial-kultural-spiritual pasien sehingga dapat menunjang proses perawatan dan kesembuhan pasien. Guna memaksimalkan pertumbuhan secara berkelanjutan dalam setiap tahunnya, Perseroan menetapkan sejumlah strategi yang diperlukan sebagai berikut:

1. *Monitoring* dan evaluasi untuk kasus-kasus IGD yang terindikasi Rawat Inap;
2. Bekerja sama dengan SPGDT wilayah kerja Rumah Sakit.
3. Meningkatnya penambahan dokter spesialis dan jam praktek dokter di Rumah Sakit
4. Perbaikan prasana dan sarana untuk meningkatkan kenyamanan customer

## Inpatient Performance Improvement Strategy

Pertamedika IHC seeks to improve the quality of inpatient rooms to meet the bio-psycho-social-cultural-spiritual needs of patients so that they can support the patient's treatment and recovery process. In order to maximize sustainable growth every year, the Company determines a number of necessary strategies as follows:

1. Monitoring and evaluation for emergency room cases indicated for inpatient;
2. Collaborate with SPGDT in the Hospital working area.
3. Increase in the number of specialist doctors and doctor's practice hours in hospitals
4. Improvement of infrastructure and facilities to increase customer comfort

## Produktivitas Usaha Rawat Inap

Produktivitas rawat inap tercermin dari beberapa aspek, yaitu 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.

## Inpatient Business Productivity

Inpatient productivity is reflected in several aspects, namely 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 Visits Inpatient Care, and Inpatient Third Party Visits.

| Uraian<br>Description | Satuan<br>Unit | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|---|
| | | | | Selisih<br>Difference | Persentase<br>Percentage (%) |
| **Jumlah Tempat Tidur**<br>Number of Beds | **Tempat tidur**<br>Bed | 4.691 | 4.635 | 56 | 1,2% |
| **Jumlah Hari Perawatan**<br>Number of Treatment Days | **Hari**<br>Day | 1.208.275 | 1.049.019 | 159.256 | 15,2% |
| *Bed Occupancy Rate* **(BOR)** | (%) | 70,6% | 62% | 8,6% | 13,9% |
| ***Average Length of Stay* (Avg.LoS)** | (%) | 3,1 | 3,4 | 0,3 | 9.7% |
| ***Bed Turn Over* (BTO)** | (%) | 81,4 | 70,7 | 10,7 | 15,1% |
| ***Turn Over Interval* (TOI)** | **Hari**<br>Day | 1,3 | (1.9) | 0,6 | 69,2% |
| **Jumlah Kunjungan Rawat Inap**<br>Number of Inpatient Visits | **Per Kunjungan**<br>Per Visit | 381.635 | 325.142 | 56.493 | 17,4% |
| **Kunjungan Rawat Inap Pihak Ketiga**<br>Number of Third Party Inpatient Visits | **Per Kunjungan**<br>Per Visit | 369.617 | 5.462 | 364.155 | 6667,06% |

### Jumlah Tempat Tidur

Jumlah tempat tidur yang dimiliki oleh Perusahaan di tahun 2023 tercatat sebanyak 4.691 tempat tidur, naik sebesar 1,2 % dibandingkan tahun 2022 sebanyak 4.635 tempat tidur. Peningkatan tersebut disebabkan adanya pemenuhan penambahan bed sesuai dengan kelas RS

### Number of Beds

The number of beds owned by the Company in 2023 was recorded at 4,691 beds, an increase of 1.2% compared to 2022 of 4,635 beds. This increase was due to the fulfillment of additional beds according to the hospital class

**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 1.208.275 hari meningkat 15,2% dibandingkan dengan tahun 2022 yang tercatat sebanyak 1.049.019 hari. Hal ini terjadi karena peningkatan jumlah kunjungan rawat inap sehingga berdampak pada peningkatan jumlah hari perawatan.

***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 70,6% pada tahun 2023, meningkat dari tahun 2022 sebesar 60%. Hal tersebut disebabkan oleh adanya peningkatan jumlah kunjungan serta hari perawatan selama tahun 2023.

***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. Menurut Kemenkes RI, nilai Avg.LoS yang ideal adalah 3,5-5 hari. Semakin kecil angka AvLOS maka semakin baik bagi Perusahaan.

Di tahun 2023, Perusahaan mencatatkan Avg.LoS selama 3,1 hari, turun 0,3% dibandingkan tahun 2022 selama 3,4 hari. Penurunan tersebut karena implementasi *Clinical Pathway* sudah dapat berjalan optimal.

***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 2023, Perusahaan mencatatkan BTO sebanyak 81,4 kali, meningkat jika dibandingkan tahun 2022 sebanyak 70,7 kali. Hal tersebut disebabkan oleh peningkatan jumlah kunjungan rawat inap yang terus bertambah.

***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 2023, Perusahaan mencatatkan TOI selama 1,3 hari, mengalami kenaikan sebesar 69,2% dari tahun sebelumnya sebesar kurang dari 1,9 hari.

**Number of Treatment Days**

The number of treatment days is calculated based on the number of patients for one year, while the number of treatment days in a month is calculated based on the number of patients censused each day. The census of hospitalized patients is held every 23:59 WIB and is totaled for a year. The number of Treatment Days in 2022 was recorded at 1,208,275 days, an increase of 15.2% compared to 2022 which was recorded at 1,049,019 days. This occurred because the number of inpatient visits increased, resulting in an increase in the number of treatment days

**Bed Occupancy Rate (BOR)**

BOR is the proportion of occupied beds which is determined as the ratio of days of care services to the number of beds in a certain period. BOR is influenced by the number of inpatient visits and the length of treatment days for each patient. The company recorded a BOR of amounting to 70.6% in 2023, an increase from 2022 of 60%. This is due to an increase in the number of visits and treatment days during 2023.

**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. Apart from giving an idea of how high the efficiency of medical services at the hospital is, this indicator can also provide an idea of the quality of medical services. According to the Indonesian Ministry of Health, the ideal Avg.LoS value is 3.5-5 days. The smaller the AvLOS number, the better it is for the company.

In 2023, the Company recorded Avg.LoS 3.1 days, decreased 0.3% compared to 2022 for 3.4 days. This decrease is because the implementation of the Clinical Pathway has been running optimally.

**Bed Turn Over (BTO)**

BTO is the frequency of bed use in one period, the number of times a bed is used in a certain unit of time. Ideally, in one year, one bed is used on average 40-50 times. In 2023, the Company recorded BTO was 81.4 times, an increase compared to 2022 of 70.7 times. This is caused by the increasing number of inpatient visits.

**Turn Over Interval (TOI)**

TOI is the average number of days a bed is unoccupied, namely the time between a bed being left by a patient until it is filled again by the next patient. Ideally, empty beds should not be filled in the range of 1-3 days. The smaller the range the better. In 2023, the Company recorded TOI for 1.3 days, an increase of 69.2% from the previous year of less than 1.9 days.

**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 2023 tercatat sebanyak 381.635 kunjungan. Meningkat dari tahun sebelumnya yang tercatat sebanyak 325.142 kunjungan. Peningkatan tersebut karena beberapa hal, yaitu:

1. Adanya penambahan layanan BPJS di RS Pertamina Rantau, RSOJ Makassar dan Layanan Kesehatan di Merial Tower RS Pelni
2. Adanya penambahan dokter spesialis dan jam praktek dokter

**Jumlah Kunjungan Rawat Inap Pihak Ketiga**

Jumlah Kunjungan Rawat Inap Pihak Ketiga merupakan jumlah kunjungan seluruh pasien Pihak Ketiga yang melakukan rawat inap selama satu tahun. Jumlah Kunjungan Rawat Inap Pihak Ketiga di tahun 2023 tercatat sebanyak 369.617 kunjungan. Meningkat signifikan sebesar 6667,06% dari tahun sebelumnya yang tercatat sebanyak 5.462 kunjungan. Peningkatan tersebut terutama disebabkan oleh Peningkatan konversi Rwt Jalan & IGD ke Rwt Inap khususnya 4 spesialisasi dasar (Bedah, Anak, Kandungan dan Penyakit Dalam)

**Number of Inpatient Visits**

The number of inpatient visits is the number of visits from all patients who were hospitalized during one year. The number of Inpatient Visits in 2023 was recorded as 381,635 visits. An increase from the previous year which recorded 325,142 visits. This increase was due to several things, namely:

1. There are additional BPJS services at Pertamina Rantau Hospital, RSOJ Makassar and Health Services at Merial Tower, Pelni Hospital
2. There are additional specialist doctors and doctor's practice hours

**Number of Third Party Inpatient Visits**

The number of Third Party Inpatient Visits is the number of visits from all Third Party patients who were hospitalized during one year. The number of Third Party Inpatient Visits in 2023 was recorded as 369.617 visits. A significant increase of 6667.06% from the previous year which recorded 5,462 visits. This increase was mainly due to the increase in conversion of Outpatient Hospitals & Emergency Rooms to Inpatient Hospitals, especially the 4 basic specialties (Surgery, Pediatrics, Gynecology and Internal Medicine)

## Pendapatan serta Profitabilitas Layanan Rawat Inap

## Revenue and Profitability of Inpatient Services

**Tabel Pendapatan serta Profitabilitas Layanan Rawat Inap**
Table of Revenue and Profitability of Inpatient Services

(Dalam jutaan rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|
| | | | Selisih<br>Difference | Persentase<br>Percentage (%) |
| **Pendapatan**<br>Revenue | 1.316.485 | 1.047.028 | 269.457 | 25,74% |
| **Laba (Rugi) Tahun Berjalan**<br>Profit (Loss) for the year | 525.190 | 379.633 | 145.557 | 38,34% |

Pada tahun 2023, pendapatan rawat inap tercatat sebesar Rp1.316,49 miliar, meningkat sebesar Rp269,46 juta atau 25,74% dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp1.047,03 miliar. Kenaikan pendapatan ini terutama disebabkan oleh peningkatan jumlah pasien rawat inap berkat peningkatan konversi pasien rawat jalan dan IGD ke rawat inap. Perbaikan mutu layanan dan peningkatan sarana prasarana rawat inap berkontribusi pada peningkatan kepuasan pasien. Selain itu, operasional Merial Tower RS PT Pelni yang sudah berjalan serta peningkatan operational dari RSOJ Pertamina Royal Biringkanaya yang sudah berkerjasama dengan BPJS juga turut berperan dalam peningkatan pendapatan rawat inap.

Sementara Laba (Rugi) Tahun Berjalan tercatat sebesar Rp525,19 miliar mengalami kenaikan dari periode sebelumnya yang tercatat sebesar Rp379,63 miliar. Kenaikan tersebut disebabkan oleh peningkatan kunjungan operasional dan belanja pasien.

In 2023, inpatient income was recorded at Rp1,316.49 billion, an increase of Rp269.46 million or 25.74% compared to the previous year which was recorded at Rp1,047.03 billion. This increase in revenue was mainly due to an increase in the number of inpatients thanks to an increase in the conversion of outpatients and emergency rooms to inpatient care. Improving the quality of services and improving inpatient facilities contribute to increasing patient satisfaction. Apart from that, the ongoing operations of PT Pelni Hospital's Merial Tower as well as operational improvements from RSOJ Pertamina Royal Biringkanaya which has collaborated with BPJS also played a role in increasing inpatient income.

Meanwhile, Profit (Loss) for the year was recorded at IDR 525.19 billion, an increase from the previous period which was recorded at IDR 379.63 billion. This increase was caused by an increase in operational visits and patient spending.

# Rawat Jalan

## Proses Bisnis dan Kinerja Operasional Usaha Rawat Jalan

Rawat jalan adalah pelayanan kepada seseorang 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.

### Strategi Peningkatan Kinerja Usaha Rawat Jalan

Untuk mendorong pertumbuhan kinerja usaha layanan Rawat Jalan, Perseroan menerapkan sejumlah strategi, yaitu:

1. Mengoptimalkan Jadwal Praktek Dokter;
2. Penambahan jam praktek dokter spesialis; sehingga bisa mengoptimalkan penggunaan ruangan klinik di Rumah Sakit;
3. Campaign "*Everybody is Marketer*" sehingga bisa membantu Tim Marketing melakukan Edukasi dan Promosi Layanan Rumah Sakit.
4. *Launching Call Centre* untuk memudahkan registrasi

## Produktivitas Usaha Rawat Jalan

# Outpatient Care

## Business Processes and Operational Performance of Outpatient Businesses

Outpatient care is service to someone for examination purposes and so on. Apart from specialist polyclinics, the Emergency Department (IGD) is also part of the outpatient service. Clinics and Emergency Rooms (IGD) are the entrance to the next level of care, namely inpatient services.

### Strategy for Improving Outpatient Business Performance

To encourage growth in Outpatient service business performance, the Company implements a number of strategies, namely:

1. Optimize Doctor's Practice Schedule;
2. Additional of specialist doctor practice hours; so that it can optimize the use of clinic space in hospitals;
3. "Everybody is Marketer" campaign so that it can assist the Marketing Team carry out Education and Promotion of Hospital Services.
4. Launching a Call Center to make registration easier

## Outpatient Business Productivity

**Produktivitas Rawat Jalan Tahun 2022-2023**
Outpatient Productivity in 2022-2023

| Uraian<br>Description | Satuan<br>Unit | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|---|
| | | | | Selisih<br>Difference | Persentase<br>Percentage (%) |
| **Jumlah Kunjungan Rawat Jalan**<br>Number of Outpatient Visits | **Per kunjungan**<br>Per Visit | 5.576.597 | 5.262.060 | 314.537 | 5,9% |
| **Kunjungan Pihak Ketiga Rawat Jalan**<br>Number of Outpatient Third Party Visits | **Per kunjungan**<br>Per Visit | 4.903.353 | 1.816.712 | 3.086.641 | 37% |

### 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 2023 tercatat sebanyak 5.576.597 kunjungan, meningkat 5,9% dibandingkan tahun 2022 sebanyak 5.262.060 kunjungan. Kenaikan ini terutama didorong oleh:

1. Penambahan jumlah jam praktek Dokter;
2. Penambahan jumlah dokter spesialis yang belum ada sesuai kebutuhan;
3. Upaya promosi yang dilakukan oleh Tim Marketing, misalnya kegiatan bakti sosial, *skrining* EKG di FKTP, *skrining* pemeriksaan katarak, *customer gathering*, *health talk*, dan kegiatan lainnya;
4. Pelaksanaan MCU *onsite* dan *insite*.

### Number of Outpatient Visits

The number of outpatient visits is the number of visits from all patients undergoing outpatient treatment during one year. The number of Outpatient Visits in 2023 was recorded at 5,576,597 visits, an increase of 5.9% compared to 2022 of 5,262,060 visits. This increase was mainly driven by:

1. Increase in the number of doctor's practice hours;
2. Increase the number of specialist doctors who do not yet exist according to needs;
3. Promotional efforts carried out by the Marketing Team, for example social service activities, ECG screening at FKTP, cataract screening, customer gatherings, health talks, and other activities;
4. Implementation of onsite and insite MCU

**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 2023 tercatat sebanyak 4.903.353 kunjungan, naik/turun 37% dibandingkan tahun 2022 sebanyak 1.816.712 kunjungan. Kenaikan kunjungan rawat jalan pihak ketiga terjadi karena Evaluasi dan menyediakan paket-paket tindakan yang diminati oleh pasien Tunai, Asuransi dan melakukan Promosi yang efektif.

**Outpatient Third Party Visits**

The number of Third Party Outpatient Visits is the number of visits from all Third Party patients who receive outpatient treatment during one year. The number of Third Party Outpatient Visits in 2023 was recorded as many as 4,903,353 visits, up/down 37% compared to 2022 of 1,816,712 visits. The increase in third party outpatient visits occurred due to evaluation and providing action packages that were in demand by cash patients, insurance and effective promotions.

### Pendapatan dan Profitabilitas Usaha Rawat Jalan

### Outpatient Business Revenue and Profitability

**Tabel Pendapatan serta Profitabilitas Layanan Rawat Jalan**
Table of Revenue and Profitability of Outpatient Services

(Dalam jutaan rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|
| | | | Selisih<br>Difference | Persentase<br>Percentage(%) |
| **Pendapatan**<br>Revenue | 1.265.123 | 997.305 | 267.818 | 26,85% |
| **Laba (Rugi) Tahun Berjalan**<br>Profit (Loss) for the year | 449.813 | (190.745) | 640.558 | 335,82% |

Di tahun 2023, Pendapatan Rawat Jalan tercatat sebesar Rp. 1.265,12 miliar, naik Rp267.82 miliar atau 26,85% dibandingkan tahun 2022 sebesar Rp997,31 miliar. Kenaikan pendapatan rawat jalan disebabkan oleh meningkatnya jumlah kunjungan rawat jalan dan belanja pasien. Faktor-faktor lain yang berkontribusi adalah operasional Merial Tower RS PT Pelni yang telah berjalan dengan baik, serta kerjasama BPJS yang sudah beroperasi di RSOJ Pertamina Royal Biringkanaya Makassar. Selain itu, upaya optimalisasi operasional telah mulai menunjukkan peningkatan, termasuk upaya praktek dokter setelah jam kerja dan pada akhir pekan.

Sementara Laba (Rugi) Tahun Berjalan tercatat sebesar Rp449.81 miliar mengalami kenaikan dari periode sebelumnya yang tercatat sebesar minus Rp190,75 miliar Kenaikan tersebut disebabkan oleh optimalnya jumlah pasien umum setelah pandemi COVID-19 pada tahun 2022. Tren ini mendorong masyarakat untuk lebih memperhatikan kesehatan mereka, sehingga meningkatkan kunjungan dan belanja pasien. Secara keseluruhan, peningkatan ini mencerminkan pemulihan operasional rumah sakit.

In 2023, Outpatient Income was recorded at Rp 1,265.12 billion, an increase of Rp267.82 billion or 26.85% compared to 2022 of Rp997.31 billion. The increase in outpatient income was caused by an increase in the number of outpatient visits and patient spending. Other contributing factors are the operations of Merial Tower RS PT Pelni which have been running well, as well as the BPJS collaboration which is already operating at RSOJ Pertamina Royal Biringkanaya Makassar. In addition, operational optimization efforts have begun to show improvement, including efforts to practice doctors after working hours and on weekends.

Meanwhile, Profit (Loss) for the Year was recorded at Rp449.81 billion, an increase from the previous period which was recorded at minus Rp190.75 billion. This increase was caused by the optimal number of general patients after the COVID-19 pandemic in 2022. This trend encourages people to pay more attention to health. them, thereby increasing patient visits and spending. Overall, this increase reflects the recovery of hospital operations. .

## Pendapatan Umum

## General Income

### Proses Bisnis dan Kinerja Operasional Pendapatan Umum

Di tahun 2024, pendapatan pada RKAP 2024 direncanakan meningkat dibandingkan pencapaian tahun 2022 dan prognosa 2023. Hal ini dikarenakan adanya asumsi pertumbuhan pendapatan baik unit dan anak perusahaan, selain itu di tahun 2024 mulai beroperasinya Bali International Hospital dan akuisisi 2 anak perusahaan baru. pendapatan (biaya) lain-lain pada RKAP 2024 diproyeksikan turun dibanding tahun 2022 dan prognosa 2023, hal ini disebabkan peningkatan beban bunga 78% dibanding prognosa 2023

### Business Processes and General Income Operational Performance

In 2024, revenue in the 2024 RKAP is planned to increase compared to the achievements in 2022 and the prognosis for 2023. This is due to the assumption of revenue growth for both units and subsidiaries, apart from that in 2024 the operation of the Bali International Hospital will begin and the acquisition of 2 new subsidiaries. Other income (costs) in the 2024 RKAP are projected to decrease compared to 2022 and the 2023 prognosis, this is due to an increase in interest expenses of 78% compared to the 2023 prognosis

dan 91% disbanding audit 2022. Peningkatan beban bunga ini seiring pertambahan pinjaman berbunga untuk kegiatan investasi. Laba Tahun berjalan pada RKAP 2024 diproyeksi turun 21% dari Prognosa 2023 sebesar Rp 154 Miliar. Penurunan pada Laba Tahun berjalan terutama disebabkan proyeksi masih ruginya salah satu anak perusahaan PBM IHC yaitu Pertamedika Bali Hospital yang mulai beroperasi tahun 2024. Berdasarkan hal tersebut diharapkan kinerja EBITDA pada tahun 2024 sebesar Rp 776 milar, meningkat 181% dari Tahun 2022, dan meningkat 25% dari prognosa Tahun 2023

and 91% compared to the 2022 audit. This increase in interest expenses is in line with the increase in interest-bearing loans for investment activities. Profit for the current year in the 2024 RKAP is projected to decrease 21% from the 2023 Prognosis of Rp154 billion. The decrease in Profit for the current year is mainly due to the projected loss of one of PBM IHC's subsidiaries, namely Pertamedika Bali Hospital, which will start operating in 2024. Based on this, the EBITDA performance is expected in 2024 amounting to Rp776 billion, an increase of 181% from 2022, and an increase of 25% from the prognosis for 2023

## Strategi Peningkatan Kinerja Pendapatan Umum

Untuk mendorong pencapaian kinerja terbaik dari Pendapatan Umum, Perusahaan menerapkan sejumlah strategi, yaitu:

1. Penawaran ke perusahaan pelanggan dengan metode *Coordination Of Benefit* (COB) BPJS, sehingga *Managed Care* perlu memetakan Provider yang bekerja sama dengan BPJS.
2. Bekerja sama dengan OHIH untuk penjaminan peserta yang melakukan *Medical Check Up* (MCU) di luar unit PBM, dalam hal pelaksanaan MCU dengan menggunakan Provider *Managed Care* akan dikenakan fee ASO.

## General Income Performance Improvement Strategy

To encourage the achievement of the best performance from General Income, the Company implements a number of strategies, namely:

1. Offers to customer companies using the BPJS Coordination of Benefits (COB) method, so that Managed Care needs to map the Providers who collaborate with BPJS.
2. Collaborating with OHIH to guarantee participants who carry out a Medical Check Up (MCU) outside the PBM unit, in the event that MCU is implemented using a Managed Care Provider, an ASO fee will be charged.

## Produktivitas Pendapatan Umum

## General Income Productivity

**Produktivitas Pendapatan Umum Tahun 2022-2023**
General Income Productivity in 2022-2023

| Uraian<br>Description | Satuan<br>Unit | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|---|
| | | | | Selisih<br>Difference | Persentase<br>Percentage(%) |
| **Pendapatan Umum**<br>General Income General Income | **Rp Miliar**<br>IDR Billion | 5.701 | 4.979 | 722 | 7% |

## Pendapatan dan Profitabilitas Pendapatan Umum

## Revenue and General Income Profitability

| Uraian<br>Description | 2023 | 2022 | Kenaikan (Penurunan)<br>Increase (Decrease) | |
|---|---|---|---|---|
| | | | Selisih<br>Difference | Persentase<br>Percentage(%) |
| **Pendapatan**<br>Revenue | 47.439 | 91.825 | (44.386) | -48,34% |
| **Laba (Rugi) Tahun Berjalan**<br>Profit (Loss) for the year | (6.856) | 91.710 | (98.566) | -107,48% |

Tabel diatas menggambarkan trend kinerja keuangan tahun 2022 dan tahun 2023 serta target 2024. Pendapatan Perusahaan di tahun 2023 di prognosakan sebesar Rp.5,70 Triliun, meningkat sebesar Rp.722 Miliar dibandingkan dengan realisasi tahun 2022. Peningkatan pendapatan karena diprognosakan ada peningkatan revenue yang didominasi oleh revenue pihak ketiga tunai sebesar Rp 494 Miliar dan Pihak ketiga jaminan sebesar Rp 737 Miliar. Beban Usaha di tahun 2023 tercatat sebesar Rp.5,45 Triliun, meningkat sebesar Rp.400 Miliar dibandingkan dengan realisasi tahun 2022. Peningkatan terjadi karena diprognosakan ada kenaikan biaya yang didominasi biaya IJD sebesar Rp 95 Miliar dan biaya material obat sebesar 78 miliar. Kenaikan biaya ini seiring dengan kenaikan revenue prognosa 2023.

The table above describes the financial performance trend in 2022 and 2023 as well as the target for 2024. The company's revenue in 2023 is predicted to be Rp5.70 trillion, an increase of Rp722 billion compared to the realization in 2022. The increase in revenue is because it is predicted that there will be an increase in revenue that dominated by third party cash revenue of Rp494 billion and third party guarantees of Rp737 billion. Operating expenses in 2023 were recorded at Rp5.45 trillion, an increase of Rp400 billion compared to the realization in 2022. The increase occurred because it was predicted that there would be an increase in costs, dominated by IJD costs of Rp95 billion and drug material costs of Rp78 billion. This cost increase is in line with the increase in revenue forecast for 2023.

## Pendapatan dan Profitabilitas Pendapatan Umum

## Revenue and General Income Profitability

**Tabel Pendapatan serta Profitabilitas Pendapatan Umum**
General Income and Profitability Table

(Dalam jutaan rupiah)
(In million Rp)

| Uraian Description | 2023 | 2022 | Kenaikan (Penurunan) Increase (Decrease) | |
|---|---|---|---|---|
| | | | Selisih Difference | Persentase Percentage(%) |
| **Pendapatan** Revenue | 47.439 | 91.825 | (44.386) | -48,34% |
| **Laba (Rugi) Tahun Berjalan** Profit (Loss) for the year | (6.856) | 91.710 | (98.566) | -107,48% |

Di tahun 2023, Pendapatan Umum tercatat sebesar Rp81.804, turun sebesar Rp21.868) atau (21,09%) dibandingkan tahun 2022 sebesar Rp103.672 miliar. Penurunan tersebut disebabkan Adanya kerugian kapitasi selama tahun 2023.

In 2023, General Revenue was recorded at Rp81,804, a decrease of Rp21,868 or 21.09% compared to 2022 of Rp103,672 billion. This decrease was due to capitation losses during 2023.

## Kinerja Entitas Anak

Hingga akhir tahun 2023, 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 2023.

### PT RUMAH SAKIT PELNI

Perusahaan melakukan penyertaan langsung terhadap PT Rumah Sakit Pelni (PT RS Pelni) pada 31 Maret 2020 melalui proses akuisisi. PT RS Pelni memiliki 1 Rumah Sakit (RS) yaitu RS Pelni yang berlokasi di Jalan Aipda KS Tubun Slipi, Jakarta Barat. RS Pelni memiliki layanan unggulan, yaitu *hemodialysis, cathlab*, dan MCU *One Stop Service*. Persentase kepemilikan Perusahaan terhadap PT Rumah Sakit Pelni adalah 51%.

Kegiatan usaha PT Rumah Sakit Pelni adalah aktivitas rumah sakit swasta.

### KINERJA KEUANGAN RS PELNI

## PERFORMANCE OF SUBSIDIARIES

Until the end of 2023, the Company has direct ownership of 8 (eight) Subsidiaries. An explanation of Subsidiaries is presented in the Profile section of this Annual Report. The following is an explanation regarding the performance of SUBSIDIARIES in 2023.

### PT RUMAH SAKIT PELNI

The company made a direct investment in PT RS Pelni (PT RS Pelni) on March 31, 2020 through an acquisition process. PT RS Pelni has 1 hospital (RS), namely Pelni Hospital which is located on Jalan Aipda KS Tubun Slipi, West Jakarta. Pelni Hospital has superior services, namely hemodialysis, cathlab and MCU One Stop Service. The Company's ownership percentage of PT Rumah Sakit Pelni is 51%.

The business activities of PT Rumah Sakit Pelni are private hospital activities.

### FINANCIAL PERFORMANCE OF RS PELNI

(dalam jutaan Rupiah)
(In million Rp)

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage(%) |
| **Pendapatan Usaha** Revenues | 685.102 | 570.929 | 114.174 | 20,00 |
| **Beban Usaha** Operating Expenses | (613.377) | (503.463) | 109.914 | 13,73 |
| **Laba Usaha** Operating Profit | 71.725 | 67.466 | 4.259 | 13,53 |
| **Beban Pajak** Tax Expense | (19.459) | (17.779) | 7.039 | 10.72 |
| **Laba Bersih Tahun Berjalan** Net Profit for the Year | 66.155 | 60.797 | 5.358 | 11,67 |
| **Aset** Assets | 1,214.010 | 953.036 | 260.974 | 27,38 |
| **Liabilitas** Liabilities | 540.734 | 345.178 | 195.556 | 56,65 |
| **Ekuitas** Equity | 673.276 | 607.858 | 65.418 | 10,76 |

Pada tahun 2023, pendapatan usaha PT RS Pelni tercatat meningkat 20.00% dari Rp570,93 miliar di tahun 2022 menjadi Rp685,10 juta Beban usaha tercatat meningkat sebesar 13,73% menjadi Rp613,38. dari Rp503,46 miliar di tahun 2022.

Kenaikan pendapatan usaha yang terjadi menyebabkan meningkat/menurun laba usaha dan laba bersih tahun berjalan masing-masing sebesar 13.53% dan 11.67%. Dari posisi keuangan, jumlah aset, liabilitas dan ekuitas tercatat masing-masing naik sebesar 27,38%, 56,65%, dan 10,76%.

**Dividen yang Diberikan PT Rumah Sakit Pelni:**
Pada tahun 2023, PT RS Pelni tidak memberikan dividen kepada Perusahaan atas kinerja tahun buku 2022

## PT RUMAH SAKIT PELABUHAN

Perusahaan melakukan penyertaan langsung terhadap PT Rumah Sakit Pelabuhan (PT RS Pelabuhan) pada 7 Agustus 2020 melalui proses akuisisi dengan persentase kepemilikan sebesar 67%. PT RS Pelabuhan memiliki 4 (empat) RS dan 3 (tiga) Unit Usaha, yaitu:

1. Rumah Sakit:
   a. RS Pelabuhan Jakarta
   b. RS Pelabuhan Cirebon
   c. RS Pelabuhan Palembang
   d. RS Port Medical Centre
2. Unit Usaha:
   a. Bapel JPKM
   b. Orchid Griya Nutrisi
   c. Klinik Pelabuhan

Kegiatan usaha PT Rumah Sakit Pelabuhan adalah aktitivitas rumah sakit swasta

**Kinerja Keuangan PT Rumah Sakit Pelabuhan**

In 2023, PT RS Pelni's revenue was recorded to increase 20.00% from Rp570.93 billion in 2022 to Rp685.10 million Operating expenses recorded an increase of 13.73% to Rp613.38. from Rp503.46 billion in 2022.

The increase/decrease in revenue that occurs causes an increase/decrease in operating profit and net profit for the current year by 13.53% and 11.67%. From the financial position, total assets, liabilities and equity recorded an increase of 27.38%, 56.65% and 10.76% respectively..

**Dividends Given by PT Rumah Sakit Pelni:**
In 2023, PT RS Pelni did not pay dividends to the Company for the performance of the 2022 financial year.

## PT RUMAH SAKIT PELABUHAN

The company made a direct investment in PT RS Pelabuhan (PT RS Pelabuhan) on August 7, 2020 through an acquisition process with an ownership percentage of 67%. PT RS Pelabuhan has 4 (four) hospitals and 3 (three) business units, namely:

1. Hospital:
   a. Jakarta Harbor Hospital
   b. Cirebon Harbor Hospital
   c. Palembang Harbor Hospital
   d. Port Medical Center Hospital
2. Business unit:
   a. Bapel JPKM
   b. Orchid Griya Nutrition
   c. Harbor Clinic

The business activities of PT Rumah Sakit Pelabuhan are private hospital activities.

**Financial Performance of PT Rumah Sakit Pelabuhan**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pendapatan Usaha**<br>Revenues | 545.313 | 497.881 | 47.432 | 9,53 |
| **Beban Usaha**<br>Operating Expenses | (502.956) | (536.090) | (33.143) | (6,18) |
| **Laba Usaha**<br>Operating Profit | 42.357 | (38.208) | 80.565 | 210,86 |
| **Beban Pajak**<br>Tax Expense | (11.913) | (8.696) | 3217 | 36,99 |
| **Laba Bersih Tahun Berjalan**<br>Net Profit for the Year | 34.167 | 23.814 | 10.353 | 43,47 |
| **Aset**<br>Assets | 519.472 | 579.269 | (59.797) | (10,32) |
| **Liabilitas**<br>Liabilities | 208.490 | 431.911 | (223.421) | (51,73) |
| **Ekuitas**<br>Equity | 187.209 | 147.358 | 147.358 | 27,04 |

Pada tahun 2023, Pendapatan usaha PT Rumah Sakit Pelabuhan tercatat meningkat sebesar 9,53% dari Rp497,88 miliar di tahun 2022 menjadi Rp545,31. Beban usaha menurun 6,18% menjadi Rp502,96. miliar. Kenaikan pendapatan usaha menyebabkan peningkatan laba bersih tahun berjalan sebesar 43,47% dari Rp23,81 miliar di tahun 2022 menjadi Rp34,17 miliar di tahun 2023. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat menurun masing-masing sebesar 10,32% dan 51,73%, sementara jumlah ekuitas meningkat sebesar 27,04% menjadi Rp187,21 miliar.

In 2023, PT Hospital Pelabuhan's revenues was recorded to increased by 9.53% from Rp497.88 billion in 2022 to Rp545.31. Operating expenses decreased 6.18% to Rp502.96. billion. The decrease in revenues causes an increase in net profit for the year by 43.47% from Rp23.81 billion in 2022 to Rp34.17 billion in 2023. From the financial position, total assets , and recorded liabilities decreased respectively by 10.32% and 51.73%, while total equity increased by 27.04% to Rp187.21 billion.

**Dividen yang Diberikan PT Rumah Sakit Pelabuhan:**
Pada tahun 2023, PT Rumah Sakit Pelabuhan tidak memberikan dividen kepada Perusahaan sebesar atas kinerja tahun buku 2022.

**Dividends Given by PT Rumah Sakit Pelabuhan:**
In 2023, PT Hospital Pelabuhan did not provide dividends to the Company in the amount of its performance for the 2022 financial year.

## PT BAKTI TIMAH MEDIKA

Perusahaan melakukan penyertaan langsung terhadap PT Bakti Timah Medika pada 7 Agustus 2020 melalui proses akuisisi dengan persentase kepemilikan saham sebesar 67%. Hingga akhir tahun 2023, PT Bakti Timah Medika memiliki 4 RS sebagai berikut:

1. RS Bakti Timah Pangkal Pinang
2. RS Bakti Timah Karimun
3. RS Bakti Timah Muntok
4. RS Medika Stannia Sungailiat

Kegiatan usaha PT Bakti Timah Medika adalah aktivitas rumah sakit swasta.

## PT BAKTI TIMAH MEDIKA

The company made a direct investment in PT Bakti Timah Medika on August 7 2020 through an acquisition process with a share ownership percentage of 67%. Until the end of 2023, PT Bakti Timah Medika has 4 hospitals as follows:

1. Bakti Timah Pangkal Pinang Hospital
2. Bakti Timah Karimun Hospital
3. Bakti Timah Muntok Hospital
4. Medika Stannia Sungailiat Hospital

The business activities of PT Bakti Timah Medika are private hospital activities.

**Kinerja Keuangan PT Bakti Timah Medika**

**Financial Performance of PT Bakti Timah Medika**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage(%) |
| **Pendapatan Usaha** Revenues | 310.706 | 315.849 | (5.143) | 1,63 |
| **Beban Usaha** Operating Expenses | (300.321) | (348.357) | (48.036) | 13.79 |
| **Laba Usaha** Operating Profit | 10.384 | (32.509) | 42.893 | 131,94 |
| **Beban Pajak** Tax Expense | (2.406) | 5.418 | (7.824) | 144,41 |
| **Laba Bersih Tahun Berjalan** Net Profit for the Year | 193 | (33.829) | 34.022 | 100,57 |
| **Aset** Assets | 352.942 | 390.068 | (37.126) | 9.52 |
| **Liabilitas** Liabilities | 193.029 | 230.961 | (37.932) | 16,43 |
| **Ekuitas** Equity | 159.912 | 159.108 | 804 | 0,51 |

Pada tahun 2023, TP Bakti Timah Medika mencatatkan penurunan Pendapatan usaha sebesar 1,63% dari Rp315,85 miliar di tahun 2023 menjadi Rp310,71 miliar. Sementara itu, beban usaha tercatat menurun sebesar 13,79%. Laba (Rugi) tahun berjalan tercatat meningkat menjadi Rp193,03 miliar. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat menurun masing-masing sebesar 9,52% dan 16,43%, sementara jumlah ekuitas meningkat sebesar 9,52% menjadi Rp159,91 miliar.

In 2023, PT Bakti Timah Medika recorded a decrease in revenue of 1.63% from Rp315.85 billion in 2023 to Rp310.71 billion. Meanwhile, operating expenses were recorded to decrease 13.79%. Profit (Loss) for the year was recorded to have increased to Rp193.03 billion. From the financial position, total assets and liabilities recorded decreased respectively by 9.52% and 16.43%, while total equity increased by 9.52% to Rp159.91 billion.

**Dividen yang Diberikan PT Bakti Timah Medika:**
Pada tahun 2023, PT Bakti Timah Medika tidak memberikan dividen kepada Perusahaan atas kinerja tahun buku 2022.

## PT PELINDO HUSADA CITRA

Perusahaan melakukan penyertaan langsung terhadap PT Pelindo Husada pada 7 Agustus 2020 melalui proses akuisisi dengan persentase kepemilikan saham sebesar 67%. 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.

Kegiatan usaha PT Pelindo Husada Citra adalah aktivitas rumah sakit swasta.

**Kinerja Keuangan PT Pelindo Husada Citra**

**Dividends Given by PT Bakti Timah Medika:**
In 2023, PT Bakti Timah Medika did not pay dividends to the Company for its performance for the 2022 financial year.

## PT PELINDO HUSADA CITRA

The company made a direct investment in PT Pelindo Husada on August 7 2020 through an acquisition process with a share ownership percentage of 67%. PT Pelindo Husada Citra has 1 hospital, namely PHC Hospital which is located on Jl Prapat Kurung Selatan Surabaya. The superior services are the Orthopedic Center, cardiac services and MCU.

The business activities of PT Pelindo Husada Citra are private hospital activities.

**Financial Performance of PT Pelindo Husada Citra**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pendapatan Usaha**<br>Revenues | 500.364 | 375.043 | 125.321 | 33,42 |
| **Beban Usaha**<br>Operating Expenses | (467.496 | (414.577) | 52.919 | 12,76 |
| **Laba Usaha**<br>Operating Profit | 32.869 | (39.533) | 72.402 | 188,20 |
| **Beban Pajak**<br>Tax Expense | (12.204) | 7.478 | (19.682) | 263,20 |
| **Laba Bersih Tahun Berjalan**<br>Net Profit for the Year | 25.702 | (28.245) | 53.948 | 191 |
| **Aset**<br>Assets | 461.794 | 452.480 | 9.314 | 2,06 |
| **Liabilitas**<br>Liabilities | 122.202 | 133.744 | (11.542) | 3,62 |
| **Ekuitas**<br>Equity | 339.592 | 318.735 | 20.856 | 6,54 |

Pada tahun 2032, PT Pelindo Husada Citra mencatat peningkatan pendapatan usaha sebesar 33,42% dari Rp375,04 miliar di tahun 2022 menjadi Rp500,36 miliar. Beban usaha meningkat sebesar 12,76% menjadi Rp476,50 miliar. Sementara Laba (Rugi) bersih tahun berjalan tercatat sebesar Rp25,70 miliar di tahun 2023. Dari posisi keuangan, jumlah aset, dan Ekuitas tercatat meningkat masing-masing sebesar 2,06% dan 6,54%, sementara jumlah liabilitas menurun sebesar 3,62% menjadi Rp122,20 miliar.

**Dividen yang Diberikan PT Pelindo Husada Citra:**
Pada tahun 2023, PT Pelindo Husada Citra memberikan dividen kepada Perusahaan sebesar Rp2,79 miliar atas kinerja tahun buku 2022.

## 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

In 2032, PT Pelindo Husada Citra recorded an increase in revenue of 33.42% from Rp375.04 billion in 2022 to Rp500.36 billion. Operating expenses increased by 12.76% to Rp476.50 billion. Meanwhile, net profit (loss) for the year was recorded at Rp25.70 billion in 2023. From the financial position, total assets and liabilities were recorded to increase respectively by 2.06% and 6.54%, while total liabilities decreased by 3.62% to Rp122.20 billion.

**Dividends Given by PT Pelindo Husada Citra:**
In 2023, PT Pelindo Husada Citra will provide dividends to the Company amounting to Rp2.79 billion for the performance for the 2022 financial year.

## PT KRAKATAU MEDIKA

PT Krakatau Medika became a subsidiary of Pertamedika IHC since 7 August 2020 through an acquisition process. PT Krakatau Medika has 1 hospital, namely Krakatau Medika Hospital which is located on Jalan Semang Raya Cilegon,

unggulan *trauma centre*, *cardiac centre* dan kesehatan kerja. Persentase kepemilikan Perusahaan terhadap PT Krakatau Medika adalah 70,93%.

Kegiatan usaha PT Krakatau Medika adalah aktivitas rumah sakit swasta.

Banten with superior trauma center, cardiac center and occupational health services. The Company's ownership percentage of PT Krakatau Medika is 70.93%.

The business activities of PT Krakatau Medika are private hospital activities.

**Kinerja Keuangan PT Krakatau Medika**

**Financial Performance of PT Krakatau Medika**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pendapatan Usaha**<br>Revenues | 341.371 | 298.571 | 42.800 | 14,33 |
| **Beban Usaha**<br>Operating Expenses | (327.807) | (279.252) | 48.556 | 17,39 |
| **Laba Usaha**<br>Operating Profit | 13.563 | 19.319 | (5.766) | 29,85 |
| **Beban Pajak**<br>Tax Expense | (2.334) | (3.981) | 1.647 | 41,37 |
| **Laba Bersih Tahun Berjalan**<br>Net Profit for the Year | 7.524 | 14.198 | (6.674) | 47,01 |
| **Aset**<br>Assets | 221.777 | 192.559 | 29.218 | 15,17 |
| **Liabilitas**<br>Liabilities | 143.599 | 121.649 | 21.950 | 18.04 |
| **Ekuitas**<br>Equity | 78.178 | 70.910 | 7.268 | 10,24 |

Pada tahun 2023, PT Krakatau Medika mencatatkan Pendapatan Usaha sebesar Rp341,37 miliar meningkat sebesar 14,33% dari dari Rp298,57 miliar di tahun 2022. Beban usaha tercatat meningkat 17,39% menjadi Rp327,81 miliar. Sementara itu, Laba (Rugi) Bersih tahun berjalan menurun menjadi sebesar 47,01% menjadi Rp7,52 miliar. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat meningkat masing-masing sebesar 15,17% dan 18.04%, sementara jumlah ekuitas meningkat sebesar 10,24% menjadi Rp78,18 miliar.

In 2023, PT Krakatau Medika recorded revenues of Rp341.37 billion, an increase of 14.33% from Rp298.57 billion in 2022. Operating expenses recorded an increase of 17.39% to Rp327.81 billion. Meanwhile, Net Profit (Loss) for the year decreased by 47.01% to Rp7.52 billion. From the financial position, total assets and liabilities recorded an increase of 15.17% and 18.04% respectively, while total equity increased by 10.24% to Rp78.18 billion.

**Dividen yang Diberikan PT Krakatau Medika:**
Pada tahun 2023, PT Krakatau Medika memberikan dividen kepada Perusahaan sebesar Rp2,52 miliar atas kinerja tahun buku 2022.

**Dividends Given by PT Krakatau Medika:**
In 2023, PT Krakatau Medika paid dividends to the Company amounting to Rp2,52 billion for the performance of the 2022 financial year.

## PT NUSANTARA MEDIKA UTAMA

Perusahaan mengakuisisi PT Nusantara Medika Utama (PT NMU) melalui penyertaan langsung sebesar 67% pada 7 Agustus 2020. PT NMU memiliki 4 (empat) RS sebagai berikut:

1. Rumah Sakit Gatoel
2. Rumah Sakit Toeloengredjo
3. Rumah Sakit Medika Utama
4. Rumah Sakit Perkebunan Jember

Kegiatan usaha PT Nusantara Medika Utama adalah aktivitas rumah sakit swasta.

## PT NUSANTARA MEDIKA UTAMA

The company acquired PT Nusantara Medika Utama (PT NMU) through direct investment of 67% on August 7 2020. PT NMU owns 4 (four) hospitals as follows:

1. Gatoel Hospital
2. Toeloengredjo Hospital
3. Main Medika Hospital
4. Jember Plantation Hospital

The business activities of PT Nusantara Medika Utama are private hospital activities.

**Kinerja Keuangan PT Nusantara Medika Utama**

**Financial Performance of PT Nusantara Medika Utama**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage(%) |
| **Pendapatan Usaha** Revenues | 579.394 | 540.696 | 38.698 | 7,16 |
| **Beban Usaha** Operating Expenses | (472.319) | (438.082) | 34.237 | 7,82 |
| **Laba Usaha** Operating Profit | 107.075 | 102.614 | 4.461 | 4,35 |
| **Beban Pajak** Tax Expense | (27.186) | (28.718) | (1.531) | 5,33 |
| **Laba Bersih Tahun Berjalan** Net Profit for the Year | 94.398 | 93.426 | 972 | 1.04 |
| **Aset** Assets | 726.304 | 730.185 | (3.880) | 0,53 |
| **Liabilitas** Liabilities | 323.989 | 382.116 | (58.127) | 15,21 |
| **Ekuitas** Equity | 402.316 | 348.069 | 54.247 | 15,59 |

Pada tahun 2023, PT Nusantara Medika Utama mencatatkan Pendapatan Usaha sebesar Rp579,39 miliar meningkat sebesar 7,16% dari dari Rp540,70 miliar di tahun 2022. Beban usaha tercatat meningkat 7,82% menjadi Rp472,32 miliar. Sementara itu, Laba (Rugi) Bersih tahun berjalan meningkat menjadi sebesar 1,04% menjadi Rp94,40 miliar. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat menurun masing-masing sebesar 0,53% dan 15,21%, sementara jumlah ekuitas meningkat sebesar 15,16% menjadi Rp402,32 miliar.

In 2023, PT Nusantara Medika Utama recorded revenue of Rp579.39 billion, an increase of 7.16% from Rp540.70 billion in 2022. Operating expenses recorded an increase of 7.82% to Rp472.32 billion. Meanwhile, Net Profit (Loss) for the year increased by 1.04% to Rp94.40 billion. From the financial position, total assets and liabilities decreased respectively by 0.53% and 15.21%, while total equity increased by 15.16% to Rp402.32 billion.

**Dividen yang Diberikan PT Nusantara Medika Utama**

Pada tahun 2023, PT Nusantara Medika Utama memberikan dividen kepada Perusahaan sebesar Rp25,04 miliar atas kinerja tahun buku 2022.

**Dividends Given by PT Nusantara Medika Utama**

In 2023, PT Nusantara Medika Utama paid dividends to the Company amounting to Rp25,04 billion for the performance of the 2022 financial year.

## PT NUSANTARA SEBELAS MEDIKA

PT Nusantara Sebelas Medika (NSM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. Persentase kepemilikan saham Perusahaan pada PT Nusantara Sebelas Medika sebesar 67%. PT NSM memiliki 4 RS sebagai berikut:

1. RS Lavalette
2. RS Wonolangan
3. RS Djatiroto
4. RS Elizabeth

Kegiatan usaha PT Nusantara Sebelas Medika adalah aktivitas rumah sakit swasta.

## PT NUSANTARA SEBELAS MEDIKA

PT Nusantara Sebelas Medika (NSM) became a subsidiary of Pertamedika IHC since August 7, 2020 through an acquisition process. The percentage of the Company's share ownership in PT Nusantara Sebelas Medika is 67%. PT NSM has 4 hospitals as follows:

1. Lavalette Hospital
2. Wonolangan Hospital
3. Djatiroto Hospital
4. Elizabeth Hospital

The business activities of PT Nusantara Sebelas Utama are private hospital activities.

**Kinerja Keuangan PT Nusantara Sebelas Medika**

**Financial Performance of PT Nusantara Sebelas Medika**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pendapatan Usaha**<br>Revenues | 430.332 | 369.153 | 61.179 | 16,57 |
| **Beban Usaha**<br>Operating Expenses | (383.388) | (346.867) | 36.521 | 10,52 |
| **Laba Usaha**<br>Operating Profit | 46.944 | 22.286 | 24.658 | 110,64 |
| **Beban Pajak**<br>Tax Expense | (8.613) | (7.862) | 752 | 9,56 |
| **Laba Bersih Tahun Berjalan**<br>Net Profit for the Year | 34.602 | 33.347 | 1.255 | 3,76 |
| **Aset**<br>Assets | 461.868 | 424.819 | 37.048 | 8,72 |
| **Liabilitas**<br>Liabilities | 288.017 | 286.692 | 1.325 | 0,46 |
| **Ekuitas**<br>Equity | 173.851 | 138.127 | 35.724 | 25,88 |

Pada tahun 2023, PT Nusantara Sebelas Medika mencatatkan Pendapatan Usaha sebesar Rp430,33 meningkat sebesar 16,57% dari dari Rp369,15 miliar di tahun 2022. Beban usaha tercatat meningkat 10,52% menjadi Rp388,39 miliar. Sementara itu, Laba (Rugi) Bersih tahun berjalan meningkat menjadi sebesar 3,76% menjadi Rp34,60 miliar. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat meningkat masing-masing sebesar 8,72% dan 0,46%, sementara jumlah ekuitas meningkat sebesar 25,88% menjadi Rp173,85 miliar.

In 2023, PT Nusantara Sebelas Medika recorded revenue of Rp430.33, an increase of 16.57% from Rp369.15 billion in 2022. Operating expenses recorded an increase of 10.52% to Rp388.39 billion. Meanwhile, Net Profit (Loss) for the year increased by 3.76% to Rp34.60 billion. From the financial position, total assets and liabilities recorded an increase of 8.72% and 0.46% respectively, while total equity increased by 25.88% to Rp173.85 billion.

**Dividen yang Diberikan PT Nusantara Sebelas Medika**

Pada tahun 2023, PT Nusantara Sebelas Medika memberikan dividen kepada Perusahaan sebesar Rp2,24 miliar atas kinerja tahun buku 2022.

**Dividends Given by PT Nusantara Sebelas Medika**

In 2023, PT Nusantara Sebelas Medika paid dividends to the Company amounting to Rp2,24 billion for the performance of the 2022 financial year.

## PT ROLAS NUSANTARA MEDIKA

PT Rolas Nusantara Medika (RNM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. Persentase kepemilikan saham Perusahaan pada PT Rolas Nusantara Medika adalah sebesar 67%. PT RNM memiliki 2 RS sebagai berikut:

1. RS Kaliwates
2. RS Bhakti Husada

## PT ROLAS NUSANTARA MEDIKA

PT Rolas Nusantara Medika (RNM) became a subsidiary of Pertamedika IHC since August 7, 2020 through an acquisition process. The Company's share ownership percentage in PT Rolas Nusantara Medika is 67%. PT RNM has 2 hospitals as follows:

1. Kaliwates Hospital
2. Bhakti Husada Hospital

**Kinerja Keuangan PT Rolas Nusantara Medika**

**Financial Performance of PT Rolas Nusantara Medika**

(dalam jutaan Rupiah)
(In million Rp)

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage(%) |
| **Pendapatan Usaha** Revenues | 219.685 | 164.226 | 55.459 | 33,77 |
| **Beban Usaha** Operating Expenses | (199.412) | (143.597) | 55.815 | 38,87 |
| **Laba Usaha** Operating Profit | 20.273 | 20.629 | 356 | 1,73 |
| **Beban Pajak** Tax Expense | (5.391) | (6.032) | (641) | 10,63 |
| **Laba Bersih Tahun Berjalan** Net Profit for the Year | 21.734 | 18.593 | 3.141 | 16,89 |
| **Aset** Assets | 335.902 | 208.170 | 127.732 | 61,36 |
| **Liabilitas** Liabilities | 74.092 | 49.233 | 24.860 | 50,49 |
| **Ekuitas** Equity | 261.809 | 158.937 | 102.873 | 64,73 |

Pada tahun 2023, PT Nusantara Sebelas Medika mencatatkan Pendapatan Usaha sebesar Rp219,69 miliar meningkat sebesar 33,77% dari dari Rp164,23 miliar di tahun 2022. Beban usaha tercatat meningkat 38,87% menjadi Rp199,41 miliar. Sementara itu, Laba (Rugi) Bersih tahun berjalan meningkat menjadi sebesar 16,89% menjadi Rp21,73 miliar. Dari posisi keuangan, jumlah aset, dan liabilitas tercatat meningkat masing-masing sebesar 61,36% dan 50,49%, sementara jumlah ekuitas meningkat sebesar 64,37% menjadi Rp261,81 miliar.

In 2023, PT Nusantara Sebelas Medika recorded revenue of Rp219.69 billion, an increase of 33.77% from Rp164.23 billion in 2022. Operating expenses recorded an increase of 38.87% to Rp199.41 billion. Meanwhile, Net Profit (Loss) for the year increased by 16.89% to Rp21.73 billion. From the financial position, total assets and liabilities recorded an increase of 61.36% and 50.49% respectively, while total equity increased by 64.37% to Rp261.81 billion.

**Dividen yang Diberikan PT Rolas Nusantara Medika**

Pada tahun 2023, PT Rolas Nusantara Medika memberikan dividen kepada Perusahaan sebesar Rp1,38 miliar atas kinerja tahun buku 2022.

**Dividends Given by PT Rolas Nusantara Medika**

In 2023, PT Rolas Nusantara Medika paid dividends to the Company amounting to Rp1,38 billion for the performance of the 2022 financial year.

# TINJAUAN KEUANGAN
## FINANCIAL REVIEW

### Standar Penyajian Informasi dan Kesesuaian terhadap Standar Akuntansi Keuangan

Dalam menyusun analisis dan pembahasan kinerja keuangan dalam Laporan Tahunan ini telah mengacu kepada Laporan Keuangan Konsolidasian PT Pertamina Bina Medika ICH dan Entitas Anak untuk tahun-tahun yang berakhir pada 31 Desember 2023 dan 2022, yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja (Ernst & Young Indonesia) dengan opini wajar dalam semua hal yang material.

Laporan Keuangan Konsolidasian Perusahaan disusun sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI). Sementara, pembahasan kinerja keuangan Perusahaan disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasian dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dalam Laporan Tahunan ini.

### Information Presentation Standards and Conformity to Financial Accounting Standards

In preparing the analysis and discussion of financial performance in this Annual Report, reference has been made to the Consolidated Financial Statements of PT Pertamina Bina Medika ICH and Subsidiaries for the years ending December 31, 2023 and 2022, which have been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm (Ernst & Young Indonesia) with a fair opinion in all material aspects.

The Company's Consolidated Financial Statements are prepared in accordance with Financial Accounting Standards (SAK) in Indonesia, which include Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board-Indonesian Accountants Association (DSAK-IAI). Meanwhile, the discussion of the Company's financial performance is conveyed by taking into account the explanation in the notes to the Consolidated Financial Report from the external auditor as an inseparable part of this Annual Report.

## LAPORAN POSISI KEUANGAN KONSOLIDASIAN

### Aset

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

### Assets

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Aset Lancar**<br>Current Assets | 2.845.947 | 3.117.601 | (271.655) | (8,71) |
| **Aset Tidak Lancar**<br>Non-Current Assets | 4.591.643 | 4.542.732 | 48.911 | 1,08 |
| **Jumlah Aset**<br>Total Assets | 7.437.590 | 7.660.333 | (222.743) | (2,91) |

Di tahun 2023, jumlah aset Perusahaan tercatat sebesar Rp7.437,59 miliar, mengalami penurunan Rp222,73 miliar atau 2,91% dibanding tahun sebelumnya sebesar Rp7.660,33 miliar. Adapun kinerja aset Perseroan tahun 2023 dibanding tahun 2022 yang dipengaruhi oleh aset lancar dan aset tidak lancar, adalah sebagai berikut:

recorded at Rp7,437.59 billion, a decrease of Rp222.73 billion or 2.91% compared to the previous year of Rp7,660.33 billion. The performance of the Company's assets in 2023 compared to 2022, which is influenced by current assets and non-current assets, is as follows:

## Aset Lancar

## Current assets

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Kas dan Setara Kas**<br>Cash and cash equivalents | 1.278.974 | 1.673.308 | (394.334) | (23,57) |
| **Aset Keuangan Lainnya**<br>Other Financial Assets | 12.402 | 9.602 | 2.800 | 29,16 |
| **Piutang Usaha, Neto**<br>Trade Receivables, Net | 1.378.443 | 1.258.699 | 119.744 | 9,51 |
| **Piutang Lain-Lain**<br>Other Receivables | 15.993 | 28.128 | (12.135) | (43,14) |
| **Persediaan**<br>Inventories | 86.190 | 83.425 | 2.765 | 3,31 |
| **Uang Muka dan Beban Dibayar di Muka**<br>Advances and Prepaid Expenses | 72.056 | 62.283 | 9.773 | 15,69 |
| **Pajak Dibayar di Muka**<br>Prepaid Taxes | 1.889 | 2.156 | (267) | (12,38) |
| **Jumlah**<br>Total | 2.845.947 | 3.117.601 | (271.654) | (8,71) |

Di tahun 2023, jumlah aset lancar Perseroan tercatat sebesar Rp2.845,95 miliar, mengalami penurunan Rp271,65 miliar atau 8,71% dibanding tahun 2022 sebesar Rp3.117,60 miliar. Penurunan ini disebabkan oleh banyaknya kegiatan investasi yang memerlukan dana besar seperti investasi untuk PT PBH (Pertamedika Bali Hospital).

In 2023, the Company's current assets was recorded at Rp2,845.95 billion, a decrease of Rp271.65 billion or 8.71% compared to 2022 of Rp3,117.60 billion. This decrease was caused by the large number of investment activities that required large funds, such as investment for PT PBH (Pertamedika Bali Hospital).

## Kas dan Setara Kas

## Cash and cash equivalents

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Kas**<br>Cash on hand | 3.087 | 2.865 | 222 | 8,04 |
| **Bank**<br>Cash in banks | 645.499 | 1.027.766 | (382.267) | (37,19) |
| **Deposito Berjangka**<br>Time Deposit | 630.351 | 642.677 | (12.326) | (1,92) |
| **Jumlah**<br>Total | 1.278.947 | 1.673.308 | (394.361) | (23,57) |

Per 31 Desember 2023, kas dan setara kas Perseroan mengalami penurunan sebesar Rp394,36 miliar atau 23,57% dari Rp1.673,31 miliar di tahun 2022 menjadi Rp 1.278,95 miliar di tahun 2023. Penurunan ini disebabkan oleh Penurunan pendapatan pasien tunai serta pembayaran piutang.

As of December 31, 2023, the Company's cash and cash equivalents decreased by Rp394.36 billion or 23.57% from Rp1,673.31 billion in 2022 to Rp1,278.95 billion in 2023. This decrease was caused by a decrease in cash patient income. and payment of receivables.

## Aset Keuangan Lainnya

## Other Financial Assets

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Deposito Berjangka**<br>Time Deposit | 12.402 | 9.602 | 2.800 | 28,62 |
| **Investasi pada surat obligasi**<br>Investment in bonds | - | - | - | - |
| **Jumlah**<br>Total | 12.402 | 9.602 | 2.800 | 28,62 |

Per 31 Desember 2023, Aset Keuangan Lainnya mengalami peningkatan sebesar Rp2,8 miliar atau 28,62% dari Rp9,60 miliar miliar di tahun 2022 menjadi Rp12,40 miliar di tahun 2023. Peningkatan ini disebabkan oleh adanya penempatan deposito.

As of December 31, 2023, Other Financial Assets experienced an an increase of Rp2.8 billion or 28.62% from Rp9.60 billion billion in 2022 to Rp12.40 billion in 2023. This increase was due to the placement of deposits.

## Piutang Usaha – Neto

## Trade Receivables – Net

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Piutang Usaha**<br>Trade Receivables | | | | |
| **Pihak Berelasi**<br>Related Parties | 661.691 | 733.683 | (71.992) | (9,81) |
| **Pihak Ketiga**<br>Third parties | 908.896 | 783.242 | 125.654 | 16,04 |
| **Jumlah**<br>Total | 1.570.587 | 1.516.925 | (53.662) | (3,54) |
| **Dikurangi**<br>Less | | | | |
| **Cadangan Penurunan Nilai**<br>Allowance for impairment losses | (192.144) | (258.226) | (66.082) | (25,59) |
| **Jumlah**<br>Total | 1.378.443 | 1.258.699 | 119.744 | 9,51 |

Jumlah piutang usaha di tahun 2023, tercatat sebesar Rp1.378,44 miliar, mengalami peningkatan sebesar Rp119,74 miliar atau 9,51% dibanding tahun sebelumnya sebesar Rp1.258,70 miliar. Peningkatan ini disebabkan oleh adanya peningkatan *revenue*.

Total trade receivables in 2023 were recorded at Rp1,378.44 billion, an increase of Rp119.74 billion or 9.51% compared to the previous year of Rp1,258.70 billion. This increase was caused by an increase in revenue

## Piutang Lain-Lain

Jumlah piutang lain-lain mengalami mengalami penurunan sebesar Rp12,13 miliar atau 43,14% dari Rp28,13 miliar miliar di tahun 2022 menjadi Rp15,99 miliar di tahun 2023. Penurunan ini disebabkan oleh penyelesaian pembayaran dari piutang pekerja .

## Other receivables

The amount of other receivables experienced an a decrease of Rp12.13 billion or 43.14% from Rp28.13 billion billion in 2022 to Rp15.99 billion in 2023. This decrease was caused by the settlement of payments from workers' receivables.

## Persediaan

## Inventories

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage |
| **Obat Jadi**<br>Medicines | 60.142 | 53.889 | 6.253 | 11,60 |
| **Perlengkapan Medis**<br>Medical Supplies | 18.910 | 20.751 | (1.841) | (8,87) |
| **Barang Umum**<br>General Goods | 2.667 | 2.838 | (171) | (6,03) |
| **Bahan Makanan**<br>Food Material | - | - | - | - |
| **Bahan Obat**<br>Medicinal Material | 2.608 | 1.935 | 673 | 34,78 |
| **Barang Teknik**<br>Technical Goods | - | - | - | - |
| **Alat Komputer**<br>Computer Tools | - | - | - | - |
| **Lainnya**<br>Others | 1.863 | 4.012 | (2.149) | (53,56) |
| **Jumlah**<br>Total | 86.190 | 83.425 | 2.765 | 3,31 |

Persediaan mengalami mengalami peningkatan sebesar Rp2,77 miliar atau 3,31% dari 83,43 miliar menjadi Rp86,19 miliar di tahun 2023. Peningkatan ini disebabkan oleh peningkatan persediaan obat jadi untuk antisipasi kebutuhan akhir tahun antisipasi libur akhir tahun vendor/Pabrikan Besar Farmasi

Inventory experienced an an increase of Rp2.77 billion or 3.31% from Rp83.43 billion to Rp86.19 billion in 2023. This increase was caused by an increase in finished medicine supplies to anticipate year-end needs in anticipation of year-end holidays for vendors/large Pharmacy manufacturers

## Uang Muka dan Beban Dibayar di Muka

Uang Muka dan Beban Dibayar di Muka Persediaan mengalami Peningkatan ini disebabkan oleh banyaknya kegiatan operasional yang menggunakan dana cash dalam pembayaran dan belum selesai pada akhir tahun (belum dipertanggungjawabkan).

## Advances and Prepaid Expenses

Advances and Prepaid Expenses Inventory This increase was caused by the large number of operational activities that used cash funds for payments and were not completed at the end of the year (not accounted yet).

## Pajak Dibayar di Muka

Pajak Dibayar di Muka mengalami Penurunan ini disebabkan oleh perolehan bukti potong yang menurun dibanding tahun sebelumnya.

## Prepaid taxes

Prepaid Tax experienced an This decrease was caused by the decrease in cutting evidence compared to the previous year

## Aset Tidak Lancar

## Non-Current Assets

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage |
| **Investasi Saham** Investment in Shares | 725 | 700 | 25 | 3,57 |
| **Properti Investasi, Neto** Investment Property, Net | 205.614 | 172.859 | 32.755 | 18,95 |
| **Aset Tetap, Neto** Fixed Assets, Net | 3.496.099 | 2.886.361 | 609.738 | 21,12 |
| **Aset Hak Guna, Neto** Right of Use Assets, Net | 468.002 | 479.628 | (11,626) | (2,42) |
| **Aset Pajak Tangguhan** Deferred Tax Assets | 247.853 | 248.554 | (701) | (0,28) |
| **Aset Keuangan yang Dibatasi Penggunaannya** Restricted Financial Assets | 63.001 | 676.704 | (613.703) | (90,69) |
| **Taksiran Tagihan Pajak Penghasilan** Estimated Claims for Tax Refund | 75.698 | 57.371 | 18.327 | 31,94 |
| **Aset TIdak Lancar Lainnya** Other Non-Current Assets | 34.650 | 20.554 | 14.096 | 68,58 |
| **Jumlah** Total | 4.591.643 | 4.542.731 | 48.912 | 1,08 |

Jumlah aset tidak lancar Perusahaan di tahun 2023, tercatat sebesar Rp4.591,64 miliar, meningkat Rp48,91 miliar atau 1,08% dibanding tahun sebelumnya sebesar Rp4.542,73 miliar. Peningkatan ini disebabkan oleh penambahan aset tetap dari aktivitas investasi dan kenaikan properti investasi di Anak Perusahaan.

### Investasi Saham

Per 31 Desember 2023, Investasi Saham tercatat sebesar Rp725 Juta, meningkat Rp25 Juta atau3,57% dibanding tahun sebelumnya sebesar Rp700 juta. Peningkatan ini disebabkan oleh investasi PT Bakti Timah Solusi Medika di PT Timah .

### Properti Investasi, Neto

Per 31 Desember 2023, Properti Investasi, Neto tercatat sebesar Rp205,61 miliar, meningkat Rp 32,76 miliar atau 18,95% dibanding tahun sebelumnya sebesar Rp173 miliar. Peningkatan ini disebabkan oleh revaluasi properti investasi di PT RNM .

### Aset Tetap, Neto

Per 31 Desember 2023, Aset Tetap, Neto tercatat sebesar Rp3.496,01 miliar, meningkat Rp609,74 miliar atau 21,12% dibanding tahun sebelumnya sebesar Rp2.886,36 miliar. Peningkatan ini disebabkan oleh peningkatan realisasi investasi di unit usaha dan Anak Perusahaan.

### Aset Hak Guna, Neto

Per 31 Desember 2023, Aset Hak Guna, Neto tercatat sebesar Rp468 miliar, menurun Rp11,63 miliar atau 2,42% dibanding tahun sebelumnya sebesar Rp479,63 miliar. Penurunan ini disebabkan oleh disposal beberapa kontrak sewa yang habis di tahun 2023.

The Company's total non-current assets in 2023 were recorded at Rp4,591.64 billion, an increase of Rp48.91 billion or 1.08% compared to the previous year of Rp4,542.73 billion. This increase was caused by additional fixed assets from investment activities and an increase in investment properties in Subsidiaries.

### Investment in Shares

As of December 31, 2023, Share investment was recorded at Rp725 million, an increase of Rp25 million or 3.57% compared to the previous year of Rp700 million. This increase was caused by PT Bakti Timah Solusi Medika's investment in PT Timah

### Investment Property, Net

As of December 31, 2023, Investment Property, Net was recorded at Rp205.61 billion, an increase of Rp32.76 billion or 18.95% compared to the previous year of Rp173 billion. This increase was caused by the revaluation of investment properties at PT RNM

### Fixed Assets, Net

As of December 31, 2023, Fixed Assets, Net were recorded at Rp3,496.01 billion, an increase of Rp609.74 billion or 21.12% compared to the previous year of Rp2,886.36 billion. This increase was caused by an increase in investment realization in business units and subsidiaries.

### Right of Use Assets, Net

As of December 31, 2023, Net Use Rights Assets were recorded at Rp468 billion, a decrease of Rp11.63 billion or 2.42% compared to the previous year of Rp479.63 billion. This decrease was caused by the disposal of several rental contracts which expired in 2023.

## Aset Pajak Tangguhan

## Deferred tax assets

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Perusahaan**<br>Company | | | | |
| **Piutang Usaha**<br>Trade Receivables | 23.718 | 29.318 | (5.600) | (19,10) |
| **Liabilitas Imbalan Pasti**<br>Benefits Liability | 97.864 | 90.971 | 6.893 | 7,58 |
| **Aset Tetap**<br>Fixed Assets | 24.347 | 2.398 | 21.949 | 915,3 |
| **Aktual untuk Beban Pegawai dan Insentif Jasa Dokter**<br>Accrual for Employee Cost and Doctor's Incentive | 9.092 | 15.999 | (6.907) | (43,17) |
| **Aset Hak Guna**<br>Right of Use Asset | 901 | 165 | 736 | 446,06 |
| **Aset Pajak Tangguhan Perusahaan, Bersih**<br>Deferred Tax Assets of the Company, Net | 155.922 | 138.851 | 17.071 | 12,29 |
| **Aset Pajak Tangguhan Entitas Anak, Bersih**<br>Deferred Tax Assets of Subsidiaries, Net | 91.931 | 109.703 | (17.772) | (16,2) |
| **Jumlah**<br>Total | 247.853 | 248.554 | (701) | (0,28) |

Per 31 Desember 2023, Aset Pajak Tangguhan tercatat sebesar Rp247,85 miliar, menurun Rp701 juta atau 0,28% dibanding tahun sebelumnya sebesar Rp248,60 miliar. Penurunan ini disebabkan oleh karena perhitungan perbedaan temporer yang signifikan dari tahun sebelumnya serta adanya penghapusan piutang dan rugi fiskal (misal di RS Pelabuhan) dan contoh di BTM terjadi pembayaran imbalan pasca-kerja yg signifikan di 2023.

As of December 31, 2023, Deferred Tax Assets were recorded at Rp247.85 billion, a decrease of Rp701 million or 0.28% compared to the previous year of Rp248.60 billion. This decrease was caused by the calculation of significant temporary differences from the previous year as well as the write-off of receivables and fiscal losses (for example at the Port Hospital) and for example at BTM there was a significant payment of post-employment benefits in 2023.

## Aset Keuangan yang Dibatasi Penggunaannya

Aset Keuangan yang Dibatasi Penggunaannya per 31 Desember 2023 tercatat sebesar Rp63,001 miliar, menurun Rp613,70 miliar atau 90,69% dibanding tahun sebelumnya sebesar Rp676,70 miliar. Penurunan ini disebabkan oleh pada akhir tahun 2023 dikembalikannya dana MCL dari Biofarma.

## Restricted Financial Assets

Restricted Financial Assets as of December 31, 2023 were recorded at Rp63.001 billion, a decrease of Rp613.70 billion or 90.69% compared to the previous year of Rp676.70 billion. This decrease was caused by the return of MCL funds from Biofarma at the end of 2023.

## Taksiran Tagihan Pajak Penghasilan

Taksiran Tagihan Pajak Penghasilan Per 31 Desember 2023 tercatat sebesar Rp75,69 miliar, meningkat Rp18,33 miliar atau 31,94% dibanding tahun sebelumnya sebesar Rp57,37 miliar. Peningkatan ini disebabkan oleh peningkatan laba 2023 dibanding tahun 2022.

## Estimated Claims for Tax Refund

The estimated income tax bill as of December 31, 2023 was recorded at Rp75.69 billion, an increase of Rp18.33 billion or 31.94% compared to the previous year of Rp57.37 billion. This increase is due to an increase in 2023 profit compared to 2022.

## Aset Tidak Lancar Lainnya

Aset Tidak Lancar Lainnya Per 31 Desember 2023 tercatat tercatat sebesar Rp34,65 miliar, menurun Rp14,10 miliar atau 68,58% dibanding tahun sebelumnya sebesar Rp20,5 miliar. Penurunan ini disebabkan oleh bertambahnya asset tidak berwujud selama tahun 2023 yang akan diamortisasi sesuai jangka waktu masing-masing aset tersebut.

## Other Non-Current Assets

Other Non-Current Assets As of December 31, 2023 were recorded at Rp34.65 billion, a decrease of Rp14.10 billion or 68.58% compared to the previous year of Rp20.5 billion. This decrease was caused by the increase in intangible assets during 2023 which will be amortized according to the term of each asset.

# Liabilitas

# Liabilities

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Liabilitas Jangka Pendek**<br>Current Liabilities | 1.848.119 | 1.937.943 | (89.824) | (4,64) |
| **Liabilitas Jangka Panjang**<br>Non-Current Liabilities | 1.640.613 | 1.976.704 | (336.091) | (17,0) |
| **Jumlah Liabilitas**<br>Total Liabilities | 3.488.732 | 3.914.647 | (425.915) | (10,88) |

Jumlah liabilitas Perseroan di tahun 2023 tercatat sebesar Rp3,488 miliar, mengalami penurunan Rp425,9 miliar atau 10,88% dibanding tahun sebelumnya sebesar Rp3.914,65 miliar. Adapun kinerja liabilitas Perseroan di tahun 2023 dibanding tahun 2022 yang dipengaruhi oleh liabilitas jangka pendek dan liabilitas jangka panjang adalah sebagai berikut.

The Company's total liabilities in 2023 were recorded at Rp3.488 billion, a decrease of Rp425.9 billion or 10.88% compared to the previous year of Rp3,914.65 billion. The Company's liability performance in 2023 compared to 2022 which is influenced by Current Liabilities and Non-Current Liabilities is as follows.

## Liabilitas Jangka Pendek

## Current Liabilities

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Utang Usaha**<br>Trade Payables | 608.125 | 517.667 | 90.458 | 17,47 |
| **Utang Lain-Lain**<br>Other Payables | 322.724 | 368.707 | (45.983) | (12,47) |
| **Utang Pajak**<br>Tax Payables | 48.737 | 50.356 | (1.619) | (3,22) |
| **Beban yang Masih Harus Dibayar**<br>Accrued Expenses | 526.595 | 734.427 | (207.832) | (28,30) |
| **Pendapatan Diterima di Muka**<br>Unearned Revenue | 69.544 | 118.285 | (48.741) | (41,21) |
| **Utang Bank Jangka Pendek**<br>Short Term Bank Loan | 156.222 | 6.221 | 150.001 | 2.411,2 |
| **Liabilitas Imbalan Kerja Jangka Pendek**<br>Short-term Employment Benefit | 4.873 | 37.990 | (33.117) | (87,17) |
| **Bagian yang Jatuh Tempo dalam Waktu Satu Tahun**<br>Current Maturities of Long-Term Liabilities | 111.298 | 104.289 | 7.009 | 6,72 |
| **Jumlah**<br>Total | 1.848.119 | 1.937.943 | (89.824) | (4,64) |

Jumlah liabilitas jangka pendek di tahun 2023 tercatat sebesar Rp1.848,12 miliar, menurun sebesar Rp89,8 miliar atau 4,64% dibanding tahun 2022 sebesar Rp1.937,94 miliar. Penurunan ini disebabkan oleh penurunan akrual biaya yang sudah dilakukan koreksi menjadi utang maupun yang disesuaikan dengan kontrak yang belum ditagihkan dan akrual yang berusia lama / *long outstanding* dilakukan penyesuaian.

Total Current Liabilities in 2023 were recorded at Rp1,848.12 billion, a decrease of Rp89.8 billion or 4.64% compared to 2022 of Rp1,937.94 billion. This decrease was caused by a decrease in cost accruals which had been corrected to debt or adjusted to contracts which had not yet been billed and long outstanding accruals which had been adjusted.

## Utang Usaha

## Trade Payables

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pihak Ketiga**<br>Third Parties | 542.022 | 461.245 | 80.777 | 17,51 |
| **Pihak Berelasi**<br>Related Parties | 66.103 | 56.422 | 9.681 | 17,16 |
| **Jumlah**<br>Total | 608.125 | 517.667 | 90.458 | 17,47 |

Per 31 Desember 2023, Utang Usaha tercatat sebesar Rp608,12 miliar, meningkat sebesar Rp90,46 miliar atau 17,47% dibanding tahun 2022 sebesar Rp517,67 miliar. Peningkatan ini disebabkan oleh Adanya kenaikan operasional RS unit dan anak perusahaan sehingga kebutuhan untuk obat-obatan, alkes dan barang kebutuhan lainnya dan adanya kenaikan investasi baik bangunan, alat medis dan jasa untuk mendukung operasional RS .

As of December 31, 2023, Trade Payable was recorded at Rp608.12 billion, an increase of Rp90.46 billion or 17.47% compared to 2022 of Rp517.67 billion. This increase was caused by an increase in the operations of hospital units and subsidiaries resulting in the need for medicines, medical equipment and other necessities and an increase in investment in buildings, medical equipment and services to support hospital operations.

## Utang Lain-Lain

Per 31 Desember 2023, Utang Lain-Lain tercatat sebesar Rp322,72 miliar, menurun sebesar Rp45,98 miliar atau 12,4% dibanding tahun 2022 sebesar Rp368,71 miliar. Penurunan ini disebabkan oleh lebih kecilnya nilai akrual utang jasa produksi, imbalan jasa dokter, dan sewa kelola aset dibandingkan tahun 2022

## Other Payables

As of December 31, 2023, Other Payables were recorded at Rp322.72 billion, decreasing by Rp45,98 billion or 14,4% compared to 2022 of Rp368.71 billion. This decrease was caused by the smaller value of accrued debt for production services, compensation for doctor services, and asset management leases compared to 2022

## Utang Pajak

## Tax Payables

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Pajak Penghasilan Badan**<br>Corporate Income Tax | 4.501 | 14.240 | (9.739) | 68,39% |
| **Pajak Penghasilan**<br>Income Tax | 40.972 | 30.524 | 10.448 | 34,23% |
| **Pajak Pertambahan Nilai**<br>Value-Added Tax | 3.262 | 5.592 | (2.330) | 41,67% |
| **Jumlah**<br>Total | 48.737 | 50.356 | (1.621) | 3,22% |

Per 31 Desember 2023, Utang Pajak tercatat sebesar Rp48,74 miliar, menurun sebesar Rp1,62 miliar atau 3,22% dibanding tahun 2022 sebesar Rp50,36 miliar. Penurunan ini disebabkan oleh adanya penurunan PPh Badan serta adanya penurunan PPN.

As of December 31, 2023, Tax Payable was recorded at Rp48.74 billion, a decrease of Rp1.62 billion or 3.22% compared to 2022 of Rp50.36 billion. This decrease was caused by a decrease in Corporate Income Tax as well as a decrease in VAT..

## Beban yang Masih Harus Dibayar

## Accrued Expenses

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Beban Operasional**<br>Operating Expenses | 191.247 | 429.593 | (238.346) | (55,48) |
| **Beban Pegawai**<br>Employee Expenses | 158.621 | 152.479 | 6.142 | 4,03 |
| **Pembelian Obat**<br>Medicine Purchase | 34.891 | 38.117 | (3.226) | (8,46) |
| **Beban Sewa**<br>Rental Expenses | 49.032 | 38.108 | 10.942 | 28,67 |
| **Beban Umum**<br>General Expenses | 42.299 | 28.067 | 14.232 | 50,71 |
| **Beban Pemeliharaan**<br>Maintenance Expenses | - | - | - | - |
| **Lain-Lain**<br>Others | 50.506 | 48.063 | 2.443 | 5,08 |
| **Jumlah**<br>Total | 526.596 | 734.427 | (207.831) | (28,30) |

Per 31 Desember 2023, Beban yang Masih Harus Dibayar tercatat sebesar Rp526,60 miliar, menurun sebesar Rp207,8 miliar atau 28,3% dibanding tahun 2022 sebesar Rp734,43 miliar. Peningkatan ini disebabkan oleh adanya penyesuaian saldo sesuai kontrak yang belum ditagihkan saja atau memiliki dasar pencatatan yang jelas.

As of December 31, 2023, Accrued Expenses were recorded at Rp526.60 billion, a decrease of Rp207.8 billion or 28.3% compared to 2022 of Rp734.43 billion. This increase was caused by balance adjustments according to contracts that had not yet been billed or had a clear recording basis.

## Pendapatan Diterima di Muka

## Unearned Revenue

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Pendapatan Diterima di Muka Lainnya**<br>Other Unearned Income | 63.222 | 106.883 | (43.661) | (40,85) |
| **Panjar Pasien**<br>Patient Deposits | 6.323 | 11.402 | (5.079) | (44,54) |
| **Jumlah**<br>Total | 69.545 | 118.285 | (48.740) | (41,21) |

Per 31 Desember 2023, Pendapatan Diterima di Muka tercatat sebesar Rp69,54 miliar, menurun sebesar Rp48,74 miliar atau 41,21% dibanding tahun 2022 sebesar Rp118,29 miliar. Penurunan ini disebabkan oleh saldo pendapatan diterima dimuka donasi dan sewa yang menurun karena berjalannya amortisasi pengakuan pendapatannya, serta penurunan jumlah saldo deposit pasien yang masih dirawat.

As of December 31, 2023, Unearned Income was recorded at Rp69.54 billion, a decrease of Rp48.74 billion or 41.21% compared to 2022 of Rp118.29 billion. This decrease was caused by a decrease in the balance of unearned revenue from donations and rent due to the amortization of income recognition, as well as a decrease in the amount of deposit balances for patients who were still being treated.

## Utang Bank Jangka Pendek

## Short Term Bank Loan

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| PT Bank Syariah Indonesia | 6.221 | 6.221 | - | - |
| PT Bank Mandiri (Persero) Tbk | 150.000 | - | 150.000 | - |
| PT Bank Rakyat Indonesia (Persero) Tbk | - | - | - | - |
| PT Bank Muamalat Indonesia | - | - | - | - |
| Jumlah<br>Total | 156.221 | 6.221 | 150.000 | 2.41 |

Per 31 Desember 2023, Utang Bank Jangka Pendek tercatat sebesar Rp156,22 miliar, meningkat sebesar Rp150 miliar atau 2,41% dibanding tahun 2022 sebesar Rp6,22 miliar. Peningkatan ini disebabkan oleh pinjaman modal kerja PT Pertamina Bina Medika IHC kepada PT Bank Mandiri (Persero) Tbk.

As of December 31, 2023, Short-Term Bank Loan was recorded at Rp156.22 billion, an increase of Rp150 billion or 2.41% compared to 2022 of Rp6.22 billion. This increase was caused by a working capital loan from PT Pertamina Bina Medika IHC to PT Bank Mandiri (Persero) Tbk.

## Liabilitas Imbalan Kerja Jangka Pendek

Per 31 Desember 2023, Liabilitas Imbalan Kerja Jangka Pendek tercatat sebesar Rp4,87 miliar, menurun sebesar Rp33,12 miliar atau 87,17% dibanding tahun 2022 sebesar Rp37,99 miliar. Penurunan ini disebabkan oleh penyesuaian jumlah estimasi pembayaran imbalan kerja yang akan direalisasikan pada tahun 2024.

## Short-term Employment Benefit

As of December 31, 2023, Short-Term Employee Benefits Liabilities were recorded at Rp4.87 billion, a decrease of Rp33.12 billion or 87.17% compared to 2022 of Rp37.99 billion. This decrease was caused by adjustments to the estimated amount of employee benefit payments that will be realized in 2024.

## Bagian yang Jatuh Tempo dalam Waktu Satu Tahun

Per 31 Desember 2023, Bagian yang Jatuh Tempo dalam Waktu Satu Tahun tercatat sebesar Rp111,3 miliar, meningkat sebesar Rp7,01 miliar atau 6,72% dibanding tahun 2022 sebesar Rp114 miliar. Peningkatan ini disebabkan oleh penyesuaian jumlah estimasi pembayaran imbalan kerja yang akan direalisasikan pada tahun 2024.

## Current Maturities of Long-Term Liabilities

As of December 31, 2023, the Current Maturities of Non-Current Liabilities was recorded at Rp111.3 billion, an increase of Rp7.01 billion or 6.72% compared to 2022 of Rp114 billion. This increase was caused by adjustments to the estimated amount of employee benefit payments that will be realized in 2024.

## Liabilitas Jangka Panjang

## Non-Current Liabilities

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo Dalam Waktu Satu Tahun**<br>Non-Current Liabilities After Deducting the Current Maturities of Long-Term Liabilities | 871.518 | 698.284 | 173.234 | 24,81 |
| **Liabilitas Imbalan Kerja**<br>Employee Benefits Liabilities | 769.093 | 714.536 | 54.557 | 7,64 |
| **Pinjaman Wajib Konversi**<br>Mandatory Convertible Loans | - | 563.884 | (563.884) | (100) |
| **Liabilitas Pajak Tangguhan**<br>Deferred Tax Liabilities | 2 | - | 2 | 100 |
| Jumlah<br>Total | 1.640.614 | 1.976.704 | (336.093) | (17) |

Liabilitas Jangka Panjang Per 31 Desember 2023 tercatat sebesar Rp1.640,61 miliar, menurun sebesar Rp336,1 miliar atau 17% dibanding tahun 2022 sebesar Rp1.976,70 miliar. Penurunan ini disebabkan oleh tidak ada lagi utang terhadap Biofarma, yang sudah dikembalikan pada akhir tahun 2023.

Non-Current Liabilities As of December 31, 2023 were recorded at Rp1,640.61 billion, a decrease of Rp336.1 billion or 17% compared to 2022 of Rp1,976.70 billion. This decrease was caused by no more debt to Biofarma, which was returned at the end of 2023.

### Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun

Per 31 Desember 2023, Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun tercatat sebesar Rp871,52 miliar, meningkat sebesar Rp173,2 miliar atau 24,81% dibanding tahun 2022 sebesar Rp698,28 miliar. Peningkatan ini disebabkan oleh peningkatan nilai pinjaman bank.

### Non-Current Liabilities After Deducting the Current Maturities of Long-Term Liabilities

As of 31 December 2022, Non-Current Liabilities After Deducting the Current Maturities of Non-Current Liabilities was recorded at Rp871.52 billion, an increase of Rp173.2 billion or 24.81% compared to 2022 of Rp698.28 billion. This increase was caused by an increase in the value of bank loans.

### Liabilitas Imbalan Kerja

Per 31 Desember 2023, Liabilitas Imbalan Kerja tercatat sebesar Rp769,1 miliar, meningkat sebesar Rp54,6 miliar atau 7,64% dibanding tahun 2022 sebesar Rp714,54 miliar. Peningkatan ini disebabkan oleh penyesuaian perhitungan berdasarkan PSAK 24 atas nilai saldo kewajiban imbalan paska kerja yang harus dibentuk pad akhir tahun.

### Employee Benefits Liabilities

As of December 31, 2023, Employee Benefits Liabilities were recorded at Rp769.1 billion, an increase of Rp54.6 billion or 7.64% compared to 2022 of Rp714.54 billion. This increase was caused by adjustments to the calculation based on PSAK 24 of the balance value of post-employment benefit obligations which must be formed at the end of the year.

### Liabilitas Pajak Tangguhan

Per 31 Desember 2023, Liabilitas Pajak Tangguhan sebesar Rp2,3 Juta meningkat dari tahun 2022 yang tercatat nihil. Hal tersebut terutama disebabkan oleh adanya kewajiban pajak manfaat pasca kerja di BTSM

### Deferred Tax Liabilities

As of December 31, 2023, Deferred Tax Liabilities amounted to Rp2.3 million, an increase from 2022 which was recorded at nil. This is mainly caused by This is mainly due to the existence of post-employment benefit tax obligations at BTSM

## Ekuitas

## Equity

**(dalam jutaan Rupiah)**
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage(%) |
| **Modal Saham**<br>Share Capital | 2.921.776 | 2.921.776 | - | - |
| **Modal Donasi**<br>Donated Capital | 4.589 | 4.589 | - | - |
| **Tambahan Modal Disetor**<br>Additional Paid-in Capital | (1.179.086) | (1.123.471) | (55.615) | (4,95) |
| **Uang Muka Setoran Modal**<br>Advance Subscription | 90.000 | 90.000 | - | - |
| **Penghasilan Komprehensif Lain**<br>Other Comprehensive Income | 1.383 | 7.650 | ( 6.267) | 1.010% |
| **Saldo Laba**<br>Retained Earnings | | | | |
| **Ditentukan Penggunaannya**<br>Appropriated | 146.089 | 146.089 | - | - |
| **Belum Ditentukan Penggunaannya**<br>Unappropriated | 1.131.544 | 957.581 | 173.963 | 18,17 |
| **Kepentingan Non-Pengendali**<br>Non-controlling Interests | 832.563 | 741.471 | 91.092 | 12,29 |
| **Jumlah**<br>Total | 3.948.858 | 3.745.685 | 203.173 | 5,42% |

Di tahun 2023, jumlah ekuitas Perseroan tercatat sebesar Rp3.948,86 miliar, meningkat sebesar Rp203,2 miliar atau 5,42 dibanding tahun sebelumnya sebesar Rp3.745,69 miliar. Peningkatan ini disebabkan oleh pertambahan pada komponen laba ditahan dan laba tahun berjalan yang menunjukkan pertumbuhan kinerja PBM IHC.

In 2023, the Company's total equity was recorded at Rp3,948.86 billion, an increase of Rp203.2 billion or 5.42 compared to the previous year of Rp3,745.69 billion. This increase was caused by an increase in the components of retained earnings and profit for the year which showed growth in PBM IHC's performance.

# Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

# Consolidated Statement Of Profit (Loss) and Other Comprehensive Income

## Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian 2022-2023
Consolidated Profit (Loss) and Other Comprehensive Income 2022-2023

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Pendapatan**<br>Revenues | 5.720.173 | 4.978.509 | 741.664 | 14,90 |
| **Beban Operasi**<br>Operating Expenses | (5.451.212) | (5.047.353) | 403.859 | 8,0 |
| **Laba Bruto**<br>Gross profit | 268.961 | (68.844) | 337.805 | 490,68 |
| **Pendapatan Keuangan**<br>Financial Income | 36.360 | 51.376 | (15.016) | (29,23) |
| **Pendapatan Lain-Lain, Neto**<br>Other Income, Net | 90.781 | 270.050 | (179.269) | (66,38) |
| **Laba Sebelum Beban Pajak Penghasilan**<br>Profit Before Income Tax Expense | 396.102 | 252.582 | 143.520 | 56,82 |
| **Beban Pajak Penghasilan**<br>Income Tax Expense | (95.307) | (68.382) | 26.925 | 39,37 |
| **Laba Tahun Berjalan setelah Efek Penyesuaian Entitas Penggabungan**<br>Profit for the Year after Effect of Merging Entities Adjustment | 300.795 | 184.200 | 116.595 | 63,3 |
| **(Rugi)/Penghasilan Komprehensif Lain:**<br>Other Comprehensive (Loss)/Income: | | | | |
| **Pos-pos yang Tidak Direklasifikasi ke Laba Rugi dalam Periode Berikutnya**<br>Items Not Reclassified to Profit or Loss in a Subsequent Period | | | | |
| **Pengukuran Kembali atas Liabilitas Imbalan Pasti Neto**<br>Remeasurement of net defined benefit liability | (15.449) | 16.312 | (31.761 | (194,71) |
| **Pos-pos yang Akan Direklasifikasi ke Laba Rugi dalam Periode Berikutnya**<br>Items to be Reclassified to Profit or Loss in the Next Period | | | | |
| **Keuntungan atas Aset Keuangan Tersedia untuk Dijual**<br>Gain on Available-for-Sale Financial Assets | - | (192) | 192 | 100 |
| **Total Penghasilan Komprehensif Lain Setelah Efek Penyesuaian Entitas Penggabungan**<br>Total Other Comprehensive Income After Adjusting Effects of the Merging Entity | 285.346 | 200.320 | 85.026 | 42,45 |
| **Laba tahun berjalan yang dapat diatribusikan kepada:**<br>Profit for the year attributable to: | | | | |
| **Kepemilikan Entitas Induk**<br>Owners of parent entity | 185.007 | 110.445 | 74.562 | 67,51 |
| **Kepentingan Non-Pengendali**<br>Non-controlling interests | 115.788 | 73.755 | 42.033 | 56,99 |
| **Jumlah**<br>Total | 300.795 | 184.200 | 116.595 | 63,30 |
| **Total penghasilan komprehensif diatribusikan kepada:**<br>Total comprehensive income attributable to: | | | | |
| **Kepemilikan Entitas Induk**<br>Owners of parent entity | 178.007 | 118.936 | 59.071 | 49,67 |
| **Kepentingan Non-Pengendali**<br>Non-controlling interests | 106.606 | 81.384 | 25.222 | 30,99 |
| **Jumlah**<br>Total | 285.346 | 200.320 | 85.026 | 42,45 |

Di tahun 2023, Perusahaan berhasil membukukan pendapatan bersih sebesar Rp5.720,2 miliar, mengalami peningkatan sebesar Rp741,7 miliar atau 14,9% dibanding tahun 2022 sebesar Rp4.978,51 miliar. Peningkatan ini disebabkan oleh peningkatan pendapatan rawat inap sebesar Rp269,46 miliar atau 25,74% dan peningkatan pendapatan rawat jalan sebesar Rp267,82 miliar atau 26,85% dibanding tahun 2022. Dari segi pelanggan peningkatan pendapatan didominasi dari peningkatan pendapatan BPJS sebesar RP804,25 miliar atau 41,14% dan pendapatan Pihak ketiga jaminan sebesar Rp122,22 miliar atau 13,92% dibanding tahun 2022.

In 2023, the Company managed to record net income of Rp5,720.2 billion, an increase of Rp741.7 billion or 14.9% compared to 2022 of Rp4,978.51 billion. This increase was caused by an increase in inpatient income of Rp269.46 billion or 25.74% and an increase in outpatient income of Rp267.82 billion or 26.85% compared to 2022. In terms of customers, the increase in income was dominated by an increase in BPJS income of Rp804, 25 billion or 41.14% and third party guarantee income of Rp122.22 billion or 13.92% compared to 2022.

Berikut kinerja laba (rugi) dan penghasilan komprehensif lain konsolidasian Perseroan untuk tahun 2023 dibanding tahun 2023.

The following is the performance of the Company's consolidated profit (loss) and other comprehensive income for 2023 compared to 2023.

## PENDAPATAN

## REVENUES

**Pendapatan Perusahaan 2022-2023**
Company Revenues 2022-2023

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Penunjang Medis**<br>Medical support | 1.466.828 | 1.457.488 | 9.340 | 0,64 |
| **Rawat Inap**<br>Inpatient | 1.316.485 | 1.047.028 | 269.457 | 25,74 |
| **Farmasi**<br>Pharmacy | 1.162.084 | 1.000.581 | 161.503 | 16,14 |
| **Rawat Jalan**<br>Outpatient | 1.265.123 | 997.305 | 267.818 | 26,85 |
| **Pendapatan Umum**<br>General Income | 509.653 | 476.106 | 33.547 | (28,06) |
| **Jumlah**<br>Total | 5.720.173 | 4.978.509 | 741.664 | 14,90 |

Perusahaan berhasil membukukan pendapatan bersih pada tahun buku 2023 sebesar Rp5.719,17 miliar, mengalami peningkatan sebesar Rp740,66 miliar atau 14,88% dibanding tahun 2022 sebesar Rp4.978,51 miliar. Peningkatan ini disebabkan oleh peningkatan pendapatan rawat inap sebesar Rp269,46 miliar atau 25,74% dan peningkatan pendapatan rawat jalan sebesar Rp267,82 miliar atau 26,85% dibanding tahun 2022. Dari segi pelanggan peningkatan pendapatan didominasi dari peningkatan pendapatan BPJS sebesar RP804,25 miliar atau 41,14% dan pendapatan Pihak ketiga jaminan sebesar Rp122,22 miliar atau 13,92% dibanding tahun 2022.

The company managed to record net revenue in the 2023 financial year of Rp5,719.17 billion, an increase of Rp740.66 billion or 14.88% compared to 2022 of Rp4,978.51 billion. This increase was caused by an increase in inpatient income of Rp269.46 billion or 25.74% and an increase in outpatient income of Rp267.82 billion or 26.85% compared to 2022. In terms of customers, the increase in revenue was dominated by an increase in BPJS income of Rp804, 25 billion or 41.14% and third party guarantee income of Rp122.22 billion or 13.92% compared to 2022.

Kegiatan usaha yang berkontribusi terhadap Pendapatan Perusahaan, yaitu Penunjang Medis, Rawat Inap, Rawat Jalan, Farmasi, Pendapatan Umum, dan *Managed Care*. Adapun kinerja masing-masing kegiatan usaha tahun 2023 dibanding tahun 2022 adalah sebagai berikut:

1. Pendapatan Penunjang Medis di tahun 2023 tercatat sebesar Rp1.466,83 miliar, mengalami peningkatan sebesar Rp9,34 miliar atau 0,64% dibanding tahun 2022 sebesar Rp1.457 miliar. Peningkatan ini disebabkan oleh pendapatan radio diagnostik rawat jalan meningkat Rp29,15 miliar atau sebesar 41,49% dan pendapatan MRI meningkat sebesar Rp17,01 miliar atau 109,61% dibanding tahun 2022.
2. Pendapatan Rawat Inap di tahun 2023 tercatat sebesar Rp1.316,48 miliar, mengalami peningkatan sebesar Rp269,46 miliar atau 25,74% dibanding tahun 2022 sebesar Rp1.047 miliar. Peningkatan ini disebabkan oleh pendapatan sewa kamar rawat inap meningkat Rp 103,97 milar atau 16,15% dibanding tahun 2022.
3. Pendapatan Farmasi di tahun 2023 tercatat sebesar Rp1.162,09 miliar, mengalami peningkatan sebesar Rp161,5 miliar atau 16,14% dibanding tahun 2022 sebesar Rp1.000,58 miliar. Peningkatan ini disebabkan oleh penjualan obat farmasi rawat inap meningkat sebesar Rp71,99 miliar atau 14,98% dibanding tahun 2022.
4. Pendapatan Rawat Jalan di tahun 2023 tercatat sebesar Rp1.265,12 miliar, mengalami peningkatan sebesar Rp267,82 miliar atau 26,85% dibanding tahun 2022 sebesar Rp997 miliar. Peningkatan ini disebabkan oleh pendapatan konsul rawat jalan meningkat sebesar Rp95,75 miliar atau 28,02% dibanding tahun 2022.
5. Pendapatan Umum di tahun 2023 tercatat sebesar Rp461,21 miliar, mengalami peningkatan sebesar Rp77,93 miliar atau 20,28% dibanding tahun 2022 sebesar Rp384 miliar. Peningkatan ini disebabkan oleh pendapatan *on site* klinik meningkat Rp41,96 miliar atau 25,36%.
6. Pendapatan *Managed Care* di tahun 2023 tercatat sebesar Rp47,4 miliar, mengalami penurunan sebesar Rp44,39 miliar atau 48,34% dibanding tahun 2022 sebesar Rp91,8 miliar. Penurunan ini disebabkan oleh Berkurangnya pelanggan managed care dari 14 perusahaan di 2022 menjadi 12 perusahaan di 2023

Business activities that contribute to Company Revenue, namely Medical Support, Inpatient, Outpatient, Pharmacy, General Income, and Managed Care. The performance of each business activity in 2023 compared to 2022 is as follows:

1. Medical Support revenue in 2023 was recorded at Rp1,466.83 billion, an increase of Rp9.34 billion or 0.64% compared to 2022 of Rp1,457 billion. This increase was caused by outpatient diagnostic radio revenue increasing by Rp29.15 billion or 41.49% and MRI revenue increasing by Rp17.01 billion or 109.61% compared to 2022.
2. Inpatient revenue in 2023 was recorded at Rp1,316.48 billion, an increase of Rp269.46 billion or 25.74% compared to 2022 of Rp1,047 billion. This increase was caused by inpatient room rental income increasing Rp103.97 billion or 16.15% compared to 2022.
3. Pharmacy revenue in 2023 was recorded at Rp1,162.09 billion, an increase of Rp161.5 billion or 16.14% compared to 2022 of Rp1,000.58 billion. This increase was caused by sales of inpatient Pharmacy drugs increasing by Rp71.99 billion or 14.98% compared to 2022.
4. Outpatient revenue in 2023 was recorded at IDR 1,265.12 billion, an increase of IDR 267.82 billion or 26.85% compared to 2022 of IDR 997 billion. This increase was caused by the income of outpatient consultants increasing by IDR 95.75 billion or 28.02% compared to 2022.
5. General Income in 2023 was recorded at Rp461.21 billion, an increase of Rp77.93 billion or 20.28% compared to 2022 of Rp384 billion. This increase was caused by clinic on-site revenue increasing Rp41.96 billion or 25.36%.
6. Income from Managed Care in 2023 was recorded at amounting to Rp47.4 billion, a decrease of Rp44.39 billion or 48.34% compared to 2022 of Rp91.8 billion. This decrease was caused by a reduction in managed care customers from 14 companies in 2022 to 12 companies in 2023

## BEBAN OPERASI

## OPERATING EXPENSES

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Beban Pegawai**<br>Employee Expenses | 2.579.695 | 2.431.052 | 148.643 | 6,11 |
| **Bahan:**<br>Material: | | | | |
| **Non Obat**<br>Non-Medicine | 663.202 | 713.188 | (49.986) | (7,01) |
| **Obat-Obatan**<br>Medicines | 695.705 | 586.414 | 109.291 | 18,64 |
| **Kontrak**<br>Contract | 518.217 | 380.750 | 137.467 | 36,10 |
| **Umum dan Administrasi**<br>General and Administration | 378.909 | 362.885 | 16.024 | 4,42 |
| **Penyusutan**<br>Depreciation | 339.795 | 292.770 | 47.025 | 16,06 |
| **Insentif Jasa Pelayanan**<br>Service Incentives | 174.555 | 166.297 | 8.258 | 4,97 |
| **Pemeliharaan**<br>Maintenance | 92.366 | 102.495 | (10.129) | (9,88) |
| **Penyusutan Aset Hak Guna**<br>Depreciation of Right of Use Assets | 58.387 | 47.208 | 11.179 | 23,68 |
| **Penyisihan Piutang**<br>Allowance Receivable | (66.082) | (49.373) | (16.709) | 33,84 |
| **Lain-lain (Masing-masing di bawah Rp1.000)**<br>Others (Each **below IDR 1,000)** | 16.463 | 13.667 | 2.796 | 20,46 |
| **Jumlah**<br>Total | 5.451.212 | 5.047.353 | 403.859 | 8,0 |

Beban Operasi di tahun 2023 tercatat sebesar Rp5,451,2 miliar, mengalami peningkatan sebesar Rp403,86 miliar atau 8,0% dibanding tahun 2022 sebesar Rp5.047,35 miliar. Peningkatan ini disebabkan oleh peningkatan biaya material obat-obatan sebesar 109,29 miliar atau 18,64% dan peningkatan biaya kontrak sebesar Rp137,46 miliar atau 36,10% dibanding tahun 2022. Peningkatan biaya kontrak atas kontrak konsultan strategic partner, konsultan audit, konsultan KJP, konsultan aktuaria, konsultan hukum, dan konsultan lainnya.

Operating expenses in 2023 were recorded at Rp5,451.2 billion, an increase of Rp403.86 billion or 8.0% compared to 2022 of Rp5,047.35 billion. This increase was caused by an increase in drug material costs of Rp109.29 billion or 18.64% and an increase in contract costs of Rp137.46 billion or 36.10% compared to 2022. Increase in contract costs for strategic partner consultant contracts, audit consultants, consultants KJP, actuarial consultants, legal consultants and other consultants.

## LABA BRUTO

Per 31 Desember 2023, Perusahaan mencatatkan rugi bruto sebesar Rp268,96 miliar, mengalami peningkatan sebesar Rp337,8 miliar atau 490,7% dibanding tahun 2022 sebesar Rp(68,84) miliar. Peningkatan ini disebabkan oleh peningkatan pendapatan Rp740,66 miliar atau 14,88% dibanding tahun 2022

## GROSS PROFIT

As of December 31, 2023, the Company recorded a gross loss of Rp268.96 billion, an increase of Rp337.8 billion or 490.7% compared to 2022 of Rp(68.84) billion. This increase was caused by an increase in revenue of Rp740.66 billion or 14.88% compared to 2022

# PENDAPATAN KEUANGAN

Pendapatan Keuangan Perusahaan di tahun 2023 tercatat sebesar Rp36,4 miliar, mengalami penurunan sebesar Rp15,02 miliar atau 29,23% dibanding tahun 2022 sebesar Rp51,38 miliar. Penurunan ini disebabkan oleh penurunan pendapatan jasa giro sebesar Rp20,12 miliar atau 63,73% dibanding tahun 2022.

# FINANCIAL INCOME

The Company's Financial Income in 2023 was recorded at Rp36.4 billion, a decrease of Rp15.02 billion or 29.23% compared to 2022 of Rp51.38 billion. This decrease was caused by a decrease in current account services income of Rp20.12 billion or 63.73% compared to 2022.

## Pendapatan Lain-Lain, Neto

## Other Income, Net

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Decription | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Penyesuaian Klaim Pasien COVID-19**<br>Adjustments of COVID-19 patient claims | - | 217.519 | (217.519) | (100) |
| **Perubahan Liabilitas Imbalan Kerja**<br>Changes of Employee Benefit Liability | 10.440 | 59.364 | (48.924) | (82,41) |
| **Pendapatan Management & Branding**<br>Management & Branding Fee | 9.111 | 12.178 | (3.067) | (25,18) |
| **Sewa**<br>Rent | 11.630 | 7.771 | 3.859 | 49,66 |
| **Revaluasi Properti Investasi**<br>Property Investment Revaluation | 7.478 | 1.048 | 6.430 | 613,55 |
| **Penurunan Nilai Aset Tetap**<br>Impairment Fixed Assets | - | (32.123) | 32.123 | (100) |
| **Lain-lain**<br>Others | 96.442 | 56.519 | 39.923 | 70,64 |
| **Jumlah**<br>Total | 135.101 | 270.050 | (187.175) | (58,08) |

Pendapatan Lain-lain, Neto di tahun 2023 tercatat sebesar Rp135,1 miliar, mengalami penurunan sebesar Rp187,2 miliar atau 58,08% dibanding tahun 2022 sebesar Rp135,1 miliar. Penurunan ini disebabkan pada tahun 2022 masih terdapat pendapatan dari klaim pasien COVID-19 sebesar Rp217,52 miliar.

Other revenues, Net in 2023 was recorded at IDR 135.1 billion, a decrease of IDR 187.2 billion or 58.08% compared to 2022 of IDR 135.1 billion. This decrease is because in 2022 there will still be income from COVID-19 patient claims amounting to IDR 217.52 billion.

## Laba Sebelum Beban Pajak Penghasilan

Laba Sebelum Beban Pajak Penghasilan di tahun 2023 tercatat sebesar Rp396,1 miliar, mengalami peningkatan sebesar Rp143,5 miliar atau 56,82% dibanding tahun 2022 sebesar Rp252,58 miliar. Peningkatan ini disebabkan oleh peningkatan laba rugi usaha sebesar Rp337,8 miliar dibanding tahun 2022.

## Profit Before Income Tax Expense

Profit Before Income Tax Expense in 2023 was recorded at IDR 396.1 billion, an increase of IDR 143.5 billion or 56.82% compared to 2022 of IDR 252.58 billion. This increase was caused by an increase in operating profit and loss of IDR 337.8 billion compared to 2022.

## Laba Tahun Berjalan Setelah Efek Penyesuaian Entitas Penggabungan

Laba Tahun Berjalan di tahun 2023 tercatat sebesar Rp300,8 miliar, mengalami peningkatan sebesar Rp116,6 miliar atau 63,3% dibanding tahun 2022 sebesar Rp184,20 miliar. Peningkatan ini disebabkan oleh peningkatan laba rugi usaha sebesar Rp337,8 miliar dibanding tahun 2022.

## Profit for the Year After the Effects of Merger Entity Adjustments

Profit for the Year in 2023 was recorded at Rp300.8 billion, an increase of Rp116.6 billion or 63.3% compared to 2022 of Rp184.20 billion. This increase was caused by an increase in operating profit and loss of Rp337.8 billion compared to 2022.

# Laporan Arus Kas Konsolidasian

# Consolidated Statement of Cash Flows

## Arus Kas Konsolidasian 2022-2023
Consolidated Cash Flow 2022-2023

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Arus Kas dari (digunakan untuk) Aktivitas Operasi**<br>Cash Flows from (used in) Operating Activities | 293.593 | 101.694 | 172.452 | 271 |
| **Arus Kas dari (digunakan untuk) Aktivitas Investasi**<br>Cash Flows from (used in) Investment Activities | (308.187) | (1.426.085) | 501.380 | 64.84 |
| **Arus Kas dari (digunakan untuk) Aktivitas Pendanaan**<br>Cash Flow from (used in) Financing Activities | (379.740) | 306.023 | (49.784) | 83,79 |
| **Kenaikan Bersih Kas dan Setara Kas**<br>Net Increase in Cash and Cash Equivalents | (394,.334) | (1.018.368) | 624.047 | 258 |
| **Kas dan Setara Kas Pada Awal Tahun**<br>Cash and Cash Equivalents at the Beginning of the Year | 1.673.308 | 2.691.676 | (1.018.380) | 62 |
| **Kas dan Setara Kas Pada Akhir Tahun**<br>Cash and Cash Equivalents at the End of the Year | 1.278.961 | 1.673.308 | (394.334) | 24 |

Sampai dengan akhir tahun 2023, Perusahaan mencatatkan penurunan bersih Kas dan Setara Kas sebesar Rp1.278.961 miliar, mengalami penurunan sebesar Rp 394.334 miliar atau 24% dibanding tahun 2022 sebesar Rp1.673,31 miliar. Penurunan ini disebabkan oleh adanya pengembalian dana pinjaman wajib konversi

Until the end of 2023, the Company recorded a net decrease in Cash and Cash Equivalents of Rp1,278,961 billion, a decrease of Rp394,334 billion or 24% compared to 2022 of Rp1,673.31 billion. This decrease was caused by mandatory conversion of loan refunds

## Arus Kas dari (digunakan untuk) Aktivitas Operasi

## Cash Flows from (used in) Operating Activities

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Penerimaan dari Pelanggan**<br>Cash Received from Customers | 5.551.690 | 5.116.836 | 434.854 | 8,5 |
| **Pembayaran kepada Pemasok**<br>Cash Paid to Suppliers | (2.474.200) | (2.351.821) | 122.379 | 5,20 |
| **Pembayaran kepada Dokter**<br>Cash Paid to Doctors | (887.447) | (501.222) | 386225 | 77,06 |
| **Pembayaran kepada Karyawan**<br>Cash Paid to Employees | (1.836.521) | (1.886.168) | (49.647) | (2,63) |
| **Penerimaan Pendapatan Keuangan**<br>Receipt of Financial Income | 36.360 | 56.792 | (20.432) | (35,98) |
| **Pembayaran Pajak Penghasilan Badan**<br>Payment of Corporate Income Tax | (96.289) | (332.723) | 236.434 | 171 |
| **Kas Bersih Diperoleh (digunakan untuk) dari Aktivitas Operasi**<br>Net Cash Provided (used in) from Operating Activities | 293.593 | 101.694 | 191.899 | 188,7 |

Kas Bersih yang Diperoleh dari Aktivitas Operasi sampai dengan akhir tahun 2023 tercatat sebesar Rp 293,59 miliar, mengalami peningkatan sebesar Rp 191.899miliar atau 188% dibanding tahun 2022 sebesar Rp101,69 miliar. Peningkatan ini disebabkan oleh meningkatnya penerimaan dari pelanggan.

Net Cash Obtained from Operating Activities up to the end of 2023 was recorded at Rp293.59 billion, an increase of Rp191,899 billion or 188% compared to 2022 of Rp101.69 billion. This increase was caused by increased acceptance from customers.

## Arus Kas dari (digunakan untuk) Aktivitas Investasi

## Cash Flows from (used in) Investment Activities

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | 2023 | 2022 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase<br>Percentage (%) |
| **Perolehan Aset Tetap**<br>Acquisition of Fixed Assets | (833.149) | (806.061) | 27.088 | 3 |
| **Kenaikan Aset yang Dibatasi Penggunaanya**<br>Increase in Restricted Assets | 613.703 | (612.380) | 1.226.083 | 200 |
| **Akuisisi Kepentingan Non-Pengendali di Entitas Anak**<br>Acquisition of Non-Controlling Interests in Subsidiaries | - | (6.201) | - | - |
| **Penurunan Aset Keuangan Lainnya**<br>Decrease in Other Financial Assets | (1.260) | (4.673) | (3.413) | (73) |
| **Penerimaan dari Penjualan Investasi Saham**<br>Receipts from Sales of Investment in Shares | - | 3.097 | - | - |
| **Hasil Penjualan Aset Tetap**<br>Proceeds from Sales of Fixed Assets | 482 | 133 | 349. | 262 |
| **Kas Bersih Digunakan untuk Aktivitas Investasi**<br>Net Cash Used in Investing Activities | (308.187) | (1.426.085) | (1.117.898) | (78) |

Kas Bersih yang Digunakan untuk Aktivitas Investasi sampai dengan akhir tahun 2023 tercatat sebesar Rp 308.187 miliar, mengalami penurunan sebesar Rp1.117.898 miliar atau 78% dibanding tahun 2022 sebesar Rp1.426,09 miliar. Penurunan ini disebabkan oleh Pengembalian dana pinjaman wajib konversi biofarma.

Net Cash Used for Investment Activities up to the end of 2023 was recorded at Rp308,187 billion, a decrease of Rp1,117,898 billion or 78% compared to 2022 of Rp1,426.09 billion. This decrease was caused by the mandatory return of biopharma conversion loan funds.

Pada tahun 2023, Perseroan mencatatkan Kas Bersih yang diperoleh untuk Aktivitas Pendanaan sebesar Rp 379,74 miliar, mengalami peningkatan sebesar Rp73.72 miliar atau 24% dibanding tahun 2022 sebesar Rp306,02 miliar. Peningkatan ini disebabkan oleh ada penarikan pinjaman jangka pendek sebesar Rp150 miliar, menurunnya pembagian deviden kepda pemegang saham serta adanya penurunan pembayaran kepada lembaga keuangan non bank, pada tahun 2023 aktivitas pendanaan ada pengembalian dana pinjaman wajib konversi serta tidak adanya transaksi pembayaran liabitis sewa

In 2023, the Company recorded Net Cash obtained for Financing Activities of Rp379.74 billion, an increase of Rp73.72 billion or 24% compared to 2022 of Rp306.02 billion. This increase was caused by short-term loan withdrawals amounting to Rp150 billion, a decrease in dividend distribution to shareholders and a decrease in payments to non-bank financial institutions. In 2023 financing activities will include mandatory conversion loan refunds and no lease liability payment transactions.

# Analisis Kemampuan Membayar Utang, Kolektibilitas Piutang, dan Rasio Keuangan Lainnya

## ANALYSIS OF SOLVENCY, RECEIVABLES COLLECTABILITY, AND OTHER FINANCIAL RATIO

## Kemampuan Membayar Utang

Kemampuan Perusahaan dalam memenuhi seluruh kewajiban, baik jangka pendek maupun jangka panjang diukur melalui rasio likuiditas dan rasio solvabilitas. Dimana rasio likuiditas digunakan untuk mengukur kemampuan Perseroan dalam melunasi kewajiban jangka pendek, sementara rasio solvabilitas digunakan untuk mengukur kemampuan Perseroan dalam memenuhi seluruh kewajibannya, baik kewajiban jangka pendek maupun kewajiban jangka panjang.

## Solvency

The Company's ability to fulfill all obligations, both short and long term, is measured through liquidity ratios and solvency ratios. Where the liquidity ratio is used to measure the Company's ability to pay off short-term obligations, while the solvency ratio is used to measure the Company's ability to fulfill all its obligations, both short-term obligations and long-term obligations.

| Uraian<br>Description | 2023 | 2022 |
|---|---|---|
| **Rasio Likuiditas**<br>**Liquidity Ratio** | | |
| **Rasio Lancar**<br>Current Ratio | 153,99% | 160,87% |
| **Rasio Kas**<br>Cash Ratio | 69,20% | 86,34% |
| **Rasio Solvabilitas**<br>**Solvency Ratio** | | |
| ***Debt to Equity Ratio* (DER)** | 88,35% | 104,51% |
| ***Debt to Asset Ratio* (DAR)** | 46,91% | 51,10% |

### Rasio Likuiditas: Kemampuan Membayar Utang Jangka Pendek

Dalam memenuhi kewajiban jangka pendek yang akan jatuh tempo, Perusahaan menggunakan rasio likuiditas yang diukur menggunakan rasio lancar (*current ratio*), dan rasio kas (*cash ratio*). Dimana rasio lancar merupakan perbandingan antara aset lancar dengan liabilitas lancar atau liabilitas jangka pendek; dan rasio kas (*cash ratio*) yang dihitung dengan perbandingan antara kas dan setara kas dengan liabilitas lancar atau liabilitas jangka pendek.

Pada tahun 2023, Rasio Lancar (*Current Ratio*) tercatat sebesar 153,99%, turun dibandingkan tahun 2022 sebesar 160,87%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya menurun di tahun 2022.

Pada tahun 2023, Rasio Kas (*Cash Ratio*) tercatat sebesar 69,20%%, turun bila dibandingkan tahun 2022 sebesar 86,34%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi kewajiban jangka pendeknya dengan menggunakan Kas dan Setara Kas menurun di tahun 2023.

### Liquidity Ratio: Ability to Pay Short-Term Loan

In meeting short-term obligations that are due, the Company uses a liquidity ratio which is measured using the current ratio and cash ratio. Where the current ratio is a comparison between current assets and current liabilities or Current Liabilities; and the cash ratio which is calculated by comparing cash and cash equivalents with current liabilities or Current Liabilities.

In 2023, the Current Ratio was recorded at 153,99%, decreased compared to 2022 of 160.87%. This shows that the Company's ability to fulfill its short-term obligations will decrease in 2022.

In 2023, the Cash Ratio was recorded at 69,20%, an decrease compared to 2022 of 86.34%. This shows that the Company's ability to meet its short-term obligations using Cash and Cash Equivalents will decrease in 2023.

## Rasio Solvabilitas

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).

Rasio Liabilitas terhadap Ekuitas (DER) sampai dengan akhir tahun 2023 tercatat sebesar 88,35%, turun dibandingkan tahun 2022 sebesar 104,51%,. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Ekuitas yang tersedia menurun di tahun 2023.

Rasio Liabilitas terhadap Aset (DAR) sampai dengan akhir tahun 2023 tercatat sebesar 46,91%, turun dibandingkan tahun 2022 sebesar 51,10%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Aset yang tersedia menurun di tahun 2023.

## Solvency Ratio

The company also uses the Solvency Ratio to measure the amount of company assets financed by debt. The Solvency Ratios used by the Company are the Liabilities to Equity Ratio (DER) and the Liabilities to Total Assets Ratio (DAR).

The Debt to Equity Ratio (DER) until the end of 2023 was recorded at 88,35%, decreased compared to 2022 of 104.51%. This shows that the Company's ability to fulfill all its obligations using available Equity will decrease in 2023.

The Liability to Asset Ratio (DAR) until the end of 2023 was recorded at 46,91%, decreased compared to 2022 of 51.10%. This shows that the Company's ability to fulfill all its obligations using available assets will decrease 2023.

## Kolektibilitas Piutang

Kolektibilitas piutang dipengaruhi oleh kemampuan Perusahaan dalam menagih piutangnya. Pada akhir tahun 2023, periode penagihan piutang memperlihatkan penurunan menjadi 55 hari dibandingkan lama periode penagihan piutang di 2022 yang mencapai 58 hari

## Receivables Collectability

The collectibility of receivables is influenced by the Company's ability to collect its receivables. At the end of 2023, the receivables collection period decreased to 55 days compared to the receivables collection period in 2022 which reached 58 days

| Uraian<br>Description | 2023 | 2022 |
|---|---|---|
| ***Collection Period*** | 55 | 58 |

## Rasio Keuangan Lainnya

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.

## Other Financial Ratios

The Company's ability to generate profits can be measured by the size of its Profitability Ratio. Profitability Ratios are comparisons calculated to determine a company's ability to earn profits from income related to Revenue, Assets and Equity based on certain measurement bases.

## Rasio Profitabilitas

## Profitability Ratio

| Uraian<br>Description | 2023 | 2022 |
|---|---|---|
| ***Return on Asset* (ROA)** | 4,04% | 2,40% |
| ***Return on Equity* (ROE)** | 7,62% | 5,55% |
| ***Gross Profit Margin* (GPM)** | 4,70% | -1,38% |
| ***Net Profit Margin* (NPM)** | 5,26% | 3,70% |

Pada tahun 2023, Rasio Laba terhadap Jumlah Aset (ROA) tercatat sebesar 4,04%, lebih tinggi bila dibandingkan dengan tahun 2022 sebesar 2,40%. Hal tersebut menunjukkan bahwa Perusahaan dalam menggunakan Aset yang tersedia untuk menghasilkan keuntungan meningkat di tahun 2023.

In 2023, the Profit to Total Assets (ROA) ratio was recorded at 4,04%, higher compared to 2022 of 2.40%. This shows that the Company's use of available assets to generate profits will increase in 2023.

Rasio Laba terhadap Ekuitas (ROE) sampai dengan akhir tahun 2022 tercatat 7,62%, lebih tinggi bila dibandingkan dengan tahun 2022 sebesar 5,55%. Hal tersebut menunjukkan bahwa Perusahaan dalam menggunakan Ekuitas yang tersedia untuk menghasilkan keuntungan meningkat di tahun 2023.

The Profit to Equity Ratio (ROE) until the end of 2022 was recorded at 7,62%, higher compared to 2022 of 5.55%. This shows that the Company is using available Equity to generate increased profits in 2023.

Marjin Laba Bruto (GPM) di tahun 2023 tercatat sebesar 4,70%, naik dibandingkan tahun 2022 sebesar -1,38%. Hal tersebut sejalan dengan penurunan Marjin Laba Bersih (NPM) yang tercatat sebesar 5,26.% di tahun 2023, naik dibandingkan tahun 2022 yang tercatat sebesar 3,70%.

Gross Profit Margin (GPM) in 2023 was recorded at 4,70%, increased compared to 2022 of -1.38%. This is in line with the decline in Net Profit Margin (NPM) which was recorded at5,26.% in 2023, increased compared to 2022 which was recorded at 3.70%.

Realisasi GPM dan NPM di tahun 2023 menunjukkan peningkatan efisiensi kegiatan operasional Perusahaan untuk menghasilkan keuntungan.

The realization of GPM and NPM in 2023 shows an increase 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

## STRUKTUR MODAL

Perusahaan telah menetapkan kebijakan struktur modal, dalam rangka menjaga kelangsungan usaha yang merupakan perimbangan antara liabilitas dan ekuitas, di mana kombinasi struktur modal yang optimal dapat memaksimalkan nilai Perseroan dan memberikan imbal hasil kepada pemegang saham.

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.

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.

Adapun struktur modal Perseroan untuk tahun buku 2022 dan 2023 adalah sebagai berikut:

## CAPITAL STRUCTURE

The company has established a capital structure policy, in order to maintain business continuity which is a balance between liabilities and equity, where the optimal combination of capital structure can maximize the value of the Company and provide returns to shareholders.

The company carries out regular assessments to assess the possibility of refinancing existing obligations with new ones that have more efficient costs which will lead to more optimal debt costs. The company maintains its capital structure at a level that it believes will not harm its credit rating and that is nearly on par with its competitors.

The debt to equity ratio (the ratio of debt with net interest to total equity) is a ratio monitored by management to evaluate the capital structure and assess the effectiveness of the Company's debt.

The Company's capital structure for the 2022 and 2023 financial years is as follows:

**Struktur Modal Perseroan 2022-2023**
Company Capital Structure 2022-2023

(dalam jutaan Rupiah)
(In million Rp

| Uraian<br>Description | 2023 | | 2022 | | Perubahan<br>Change | |
|---|---|---|---|---|---|---|
| | Nominal | Persentase<br>Percentage | Nominal | Persentase<br>Percentage | Nominal | Persentase<br>Percentage |
| **Liabilitas**<br>Liabilities | 3.488.732 | 47% | 3.914.647 | 51% | (425.915) | (10,88)% |
| **Ekuitas**<br>Equity | 3.948.858 | 53% | 3.745.685 | 49% | 203.173 | 5,42% |
| **Jumlah Liabilitas dan Ekuitas**<br>Total Liabilities and Equity | 7.437.590 | 100% | 7.660.332 | 100% | (222.742) | (2,91)% |
| **Rasio Liabilitas terhadap Ekuitas**<br>Debt to Equity Ratio | | 88,35% | | 104,51% | | (209,53)% |

## KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL PERUSAHAAAN

Tujuan Pertamedika IHC 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.

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. Dalam kasus kas idle dengan kesempatan investasi terbatas, Perusahaan akan mempertimbangkan membayar dividen kepada para pemegang saham.

Perusahaan menjaga struktur modal pada tingkat yang diyakini tidak akan membahayakan peringkat kredit dan yang hampir setara dengan pesaingnya.

## MANAGEMENT POLICY ON COMPANY CAPITAL STRUCTURE

Pertamedika IHC's objective in capital management is to maintain the continuity of the Group's business in order to provide returns to shareholders and benefits to other shareholders as well as maintaining an optimal capital structure to reduce capital costs.

The company carries out regular assessments to assess the possibility of refinancing existing obligations with new ones that have more efficient costs which will lead to more optimal debt costs. In the case of idle cash with limited investment opportunities, the Company will take into consideration of dividend distribution to its shareholders.

The company maintains its capital structure at a level that it believes will not harm its credit rating and that is nearly on par with its competitors.

# Ikatan Material untuk Investasi Barang Modal

## ON MATERIAL COMMITMENTS FOR INVESTMENT IN CAPITAL GOODS

Di tahun 2023, Pertamedika IHC melakukan program investasi terkait barang modal antara lain investasi berupa alat kesehatan, renovasi sarana dan prasarana RS, dan lain-lainl. 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.

In 2023, Pertamedika IHC carried out an investment program related to capital goods, including investment in the form of medical equipment, renovation of hospital facilities and infrastructure, etc. The source of funds comes from own funds and uses rupiah currency. The aim is to improve services both in terms of facilities and infrastructure, ensure smooth business implementation in the coming years, increase income, and ensure business continuity.

# Realisasi Investasi Barang Modal Tahun 2023

## ON THE REALIZATION OF CAPITAL GOODS INVESTMENT IN 2023

Anggaran Biaya Investasi (ABI) RKAP tahun 2023 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 2023 berasal dari modal sendiri (own fund) dan Penyertaan Modal Pertamina.

Adapun 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.

PT Pertamina Bina Medika IHC's 2023 RKAP Investment Cost Budget (ABI) is IDR 2.2 trillion with an inorganic breakdown of IDR 50 billion, Business Development of IDR 1.6 trillion and Non Business Development (NBD) of IDR 575 billion. Sources of investment financing in 2023 came from own capital (own funds) and Pertamina Capital Investment.

The investment objective is to optimize asset value and create a healthy investment ecosystem in all PBM IHC Business Units and Subsidiaries and includes investment to implement value creation, build new hospitals and fulfill the Center of Excellence in BUMN Hospitals

# PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2023

## COMPARISON BETWEEN TARGET AND REALIZATION IN 2023

### Asumsi Dasar yang Digunakan untuk Menyusun Target 2023

ASUMSI RKAP 2023

1. Kunjungan Rawat Jalan meningkat 8% dari RKAP 2022. Upaya optimalisasi sinergi Pertamina dan sinergi BUMN, optimalisasi utilisasi asset dan investasi, serta penambahan 4 RS yang di akuisisi di akhir 2022.
2. Kunjungan Rawat Inap meningkat 1% dari RKAP 2022. upaya meningkatkan konversi dari IGD atau RJ ke Rawat Inap
3. Sumber pendanaan Anggaran Biaya Investasi (ABI) berasal dari *own fund* dan external fund termasuk Bank Loan dan strategic partner.
4. RKAP 2023 minimal growth 18% dibandingkan RKAP 2022
5. Pendapatan Usaha direncakan naik sebesar 0,6% dibandingkan RKAP 2022. Asumsi penyusunan RKAP dengan adanya peralihan pendapatan dari pasien Covid ke pasien non covid dengan cara menambah jumlah RS, optimalisasi utilisasi Asset yang ada serta adanya program-program transformasi
6. Laba/(Rugi) setelah Pajak RKAP 2023 meningkat 24,3% dibanding RKAP 2022, disebabkan adanya penambahan RS Baru, Akuisisi RS dan adanya program transformasi, serta ada nya optimasisi biaya, serta meningkatnya Pendapatan lain lain
7. Penambahan akuisisi 5 PT RS atau 8 RS lainnya di tahun 2023
8. Merial Tower RS Pelni beroperasi pada Quartal 2 tahun 2023

### Basic Assumptions Used to Set 2023 Targets

2023 RKAP ASSUMPTIONS

1. Outpatient visits increased by 8% from the 2022 RKAP. Efforts to optimize Pertamina synergy and BUMN synergy, optimize asset and investment utilization, as well as the addition of 4 hospitals that were acquired at the end of 2022.
2. Inpatient visits increased by 1% from the 2022 RKAP. Efforts to increase conversion from ER or RJ to Inpatient
3. Funding sources for the Investment Cost Budget (ABI) come from own funds and external funds including Bank Loans and strategic partners.
4. RKAP 2023 has a minimum growth of 18% compared to RKAP 2022
5. Business income is planned to increase by 0.6% compared to the 2022 RKAP. The assumption of preparing the RKAP is that there will be a shift in income from Covid patients to non-Covid patients by increasing the number of hospitals, optimizing the utilization of existing assets and the existence of transformation programs
6. Profit/(Loss) after Tax for the 2023 RKAP increased by 24.3% compared to the 2022 RKAP, due to the addition of new hospitals, hospital acquisitions and transformation programs, as well as cost optimization, as well as an increase in other income.
7. Additional acquisitions of 5 PT hospitals or 8 other hospitals in 2023
8. Merial Tower RS Pelni will operate in Q2 2023

### Pencapaian Target Operasional Tahun 2023

### Achievement of Operational Targets in 2023

| Uraian<br>Description | Target 2023 | Realisasi / Realization 2023 | Pencapaian<br>Achievement (%) |
|---|---|---|---|
| ***Bed Occupancy Rate* (BOR)** | 70,6%, | 70,6 | 110 |
| **Jumlah Kunjungan Rawat Jalan (Kunjungan)**<br>Number of Outpatient Visits (Visits) | 5.576.597 | 5.576.597 | 155 |
| **Jumlah Kunjungan Rawat Inap (Kunjungan)**<br>Number of Inpatient Visits (Visits) | 274.887 | 381.635 | 138 |
| **Average Length of Stay (AvLOS) (hari)/ (days)** | 3,4 | 3,1 | 109 |
| **Jumlah Kunjungan Penunjang Medis**<br>Number of Medical Support Visits | 10.758.604 | 16.741.953 | 155 |

### *Bed Occupancy Rate* (BOR)

Di tahun 2023, Perusahaan mencatatkan BOR sebesar 70,6%, mencapai 110% dari target RKAP 2023 sebesar 64,1%. Realisasi BOR dipengaruhi oleh peningkatan jumlah kunjungan serta hari perawatan selama tahun 2023

### Bed Occupancy Rate (BOR)

In 2023, the Company recorded a BOR of amounting to 70.6%, reaching 110% of the 2023 RKAP target of 64.1%. The realization of BOR is influenced by an increase in the number of visits and treatment days during 2023.

## Jumlah Kunjungan Rawat Jalan

Jumlah Kunjungan Rawat Jalan yang berhasil direalisasikan pada tahun 2022 tercatat sebanyak 5.576.597 kunjungan, mencapai 155% dari target RKAP 2023 sebanyak 3.598.367 kunjungan.

## Number of Outpatient Visits

The number of Outpatient Visits that were successfully realized in 2022 was as many as 5,576,597 visits, reaching 155% of the 2023 RKAP target of 3,598,367 visits.

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

Perusahaan mencatatkan Avg.LoS selama 3,1 hari di tahun 2023, lebih rendah 9.7% dari target RKAP 2023 selama 3,4 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 dari target AvLOS di tahun 2023 merupakan sesuatu yang baik.

## Average Length of Stay (Avg.LoS)

The company recorded Avg.LoS of 3.1 days in 2023, 9.7% lower than the 2023 RKAP target of 3.4 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 it is for the company. Therefore, achieving lower than the AvLOS target in 2023 is something good.

## Jumlah Kunjungan Penunjang Medis

Jumlah Kunjungan Penunjang medis di tahun 2023 tercatat sebanyak 16.741.953 kunjungan, mencapai 155% dari target RKAP 2023 sebanyak 10.758.604 kunjungan. Realisasi pencapaian Jumlah Kunjungan Penunjang Medis yang melebihi target di tahun 2023 tersebut disebabkan dikarenakan di tahun 2022 masih banyak pemeriksaan diagnostic regular COVID-19.

## Number of Medical Support Visits

The number of medical support visits in 2023 was recorded at 16,741,953 visits, reaching 155% of the 2023 RKAP target of 10,758,604 visits. The realization of achieving the number of medical support visits that exceeds the target in 2023 is due to the fact that in 2022 there will still be many regular diagnostic examinations for COVID-19.

## Pencapaian Target Laba (Rugi) dan Penghasilan Komprehensif Lain Tahun 2023

## Achievement of Profit (Loss) and Other Comprehensive Income Targets in 2023

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | Target 2023 | Realisasi / Realization 2023 | Pencapaian<br>Achievement (%) |
|---|---|---|---|
| **Pendapatan**<br>Revenues | 7.419.990 | 5.720.172 | 77 |
| **Beban Operasi**<br>Operating Expenses | 6.255.904 | 5.451.211 | 87 |
| **Laba Bruto**<br>Gross Profit | 1.164.086 | 268.960 | 23 |
| **Laba Bersih Tahun Berjalan**<br>Net Profit for the Year | 1945.366 | 300.794 | 32 |
| **Aset**<br>Assets | 10.059.448 | 7.437.590 | 74 |
| **Struktur Modal**<br>Capital Structure | | | |
| **Liabilitas**<br>Liabilities | 4.650.545 | 3.488.732 | 75 |
| **Ekuitas**<br>Equity | 5.408.903 | 3.948.858 | 85 |
| **Arus Kas dari (digunakan untuk) Aktivitas Operasi**<br>Cash Flows from (used in) Operating Activities | 687.259 | 293.593 | 42.72 |
| **Arus Kas dari (digunakan untuk) Aktivitas Investasi**<br>Cash Flows from (used in) Investment Activities | (839.596) | (308.187) | 36.71 |
| **Arus Kas dari (digunakan untuk) Aktivitas Pendanaan**<br>Cash Flow from (used in) Financing Activities | (244.640) | (379.740) | (155.22) |

## Pencapaian Target Investasi 2023

## Achievement of 2023 Investment Target

(dalam jutaan Rupiah)
(In million Rp)

| Uraian<br>Description | Target 2023 | Realisasi / Realization 2023 | Pencapaian<br>Achievement (%) |
|---|---|---|---|
| ***Business Development* (BD)** | **724.599** | **649.140** | **90%** |
| ***Non-Business Development* (BD)** | **177.397** | **273.020** | **154%** |
| **Jumlah Investasi**<br>Total Investment | **901.996** | **922.160** | **102%** |

**Kurs ABI RKAP 2023 = Rp14.955/USD, Kurs Rata-Rata Real ABI RKAP 2023 = Rp15.513/USD
** Exchange Rate of ABI RKAP 2023= IDR 14,955/USD, Average Exchange Rate of Real ABI RKAP 2023 = IDR 15,513/USD

Berdasarkan tabel diatas dapat disampaikan beberapa hal sebagai berikut :

1. Nilai ABI RKAP 2023 PT Pertamina Bina Medika IHC mengacu pada KPSSS No.092/N00260/2023-S0 tentang Permohonan Persetujuan dan Penandatanganan Keputusan Pemegang Saham Secara Sirkuler ("KPSSS") PT Pertamina Bina Medika IHC tentang Perubahan Anggaran Biaya Investasi (ABI) dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Pertamina Bina Medika IHC Tahun 2023 senilai USD 60.314.034 (atau ekivalen dengan Rp 901.996 juta).
2. Realisasi ABI RKAP 2023 PT Pertamina Bina Medika IHC senilai USD 60.308.758 (atau ekivalen dengan Rp 922.160 Juta).
3. Pencapaian Realisasi ABI dalam mata uang USD sebesar 99,99%, namun realisasi ABI dalam mata uang IDR sebesar 102% mengacu pada kurs real per bulan di Tahun 2023.
4. Gap Anggaran *Business Development* sebagai berikut:
   a. Bali International Hospital: Terdapat gap progress fisik bangunan dimana semula dianggarkan di 65% sedangkan realisasi Desember sebesar 62,032%.
   b. RS Type C Balikpapan: perizinan ANDALALIN dari Dinas Perubungan yang semula di anggarkan di Tahun 2023 baru terbit di 22 Januari 2024.
   c. RS Bandung: Anggaran belum terealisasi di Tahun 2023 dimana saat ini masih dalam tahap perencanaan (DED, dokumen teknis) dan proses Pra-Proyek.
   d. Pembangunan & Pengadaan Gedung/Aset Tetap Baru (Renovasi RSP Cirebon & RSP Balongan):, Anggaran belum terealisasi di Tahun 2023 dimana saat ini masih dalam tahap perencanaan (DED, dokumen teknis) dan proses Pra-Proyek.
5. Gap Anggaran *Non-Business Development* (NBD) sebagai berikut:
   a. Optimalisasi penggunaan anggaran *Business Development* (BD) yang belum terserap di Tahun 2023.
   b. Percepatan realisasi anggaran untuk pengadaan alat kesehatan di RS Unit maupun Anak Perusahaann Alat Kesehatan, Renovasi dan Penunjang Operasional

Based on the table above, several things can be conveyed as follows:

1. The ABI value of PT Pertamina Bina Medika IHC's 2023 RKAP refers to KPSSS No.092/N00260/2023-S0 concerning Application for Approval and Signing of Circular Shareholder Resolutions ("KPSSS") of PT Pertamina Bina Medika IHC concerning Changes to the Investment Cost Budget (ABI ) in the PT Pertamina Bina Medika IHC Work Plan and Budget (RKAP) for 2023 worth USD 60,314,034 (or the equivalent of IDR 901,996 million).
2. Realization of PT Pertamina Bina Medika IHC's 2023 ABI RKAP worth USD 60,308,758 (or the equivalent of IDR 922,160 million).
3. Achievement of ABI realization in USD currency of 99.99%, however ABI realization in IDR currency was 102% referring to the real monthly exchange rate in 2023.
4. Business Development Budget Gap as follows:
   a. Bali International Hospital: There is a gap in the physical progress of the building which was originally budgeted at 65% while the realization in December was 62.032%.
   b. Balikpapan Type C Hospital: ANDALALIN licensing from the Transportation Service which was originally budgeted for 2023 was only issued on January 22 2024.
   c. Bandung Hospital: The budget has not been realized in 2023, which is currently still in the planning stage (DED, technical documents) and the Pre-Project process.
   d. Construction & Procurement of New Buildings/ Fixed Assets (Renovation of RSP Cirebon & RSP Balongan):, Budget has not been realized in 2023 which is currently still in the planning stage (DED, technical documents) and Pre-Project process.
5. Non-Business Development (NBD) Budget Gap as follows:
   a. Optimizing the use of the Business Development (BD) budget that has not been absorbed in 2023.
   b. Acceleration of budget realization for procurement of medical equipment in Hospital Units and Medical Equipment Subsidiaries, Renovations and Operational Support

# Prospek Usaha
## BUSINESS OUTLOOK

## Melaju di Tengah Tantangan

Tahun 2024 merupakan tahun tantangan di tengah perang Rusia-Ukraina, tahun politik 2024 dan pemulihan ekonomi pasca Pandemi Covid-19. Pada 5 Mei 2023 Badan Kesehatan Dunia (WHO) mencabut status *Public Health Emergency of International Concern* (PHEIC) untuk Covid-19. Seiring dengan hal tersebut, Presiden RI Joko Widodo (Jokowi) menerbitkan Keputusan Presiden Republik Indonesia (Keppres) Nomor 17 Tahun 2023 tentang Penetapan Berakhirnya Status Pandemi *Corona Virus Disease* 2019 (COVID-19) di Indonesia menjadi penyakit endemi di Indonesia.

Walaupun status kegawatdaruratan pandemi telah dicabut hal tersebut tidak akan terlalu berpengaruh terhadap kinerja rumah sakit. Bahkan rencana mengembangkan unit volume baik dari penambahan rumah sakit ataupun bed untuk memenuhi permintaan pasar, menjadi momentum untuk meningkatkan kapabilitas untuk menangani berbagai penyakit kompleks di kemudian hari serta untuk masyarakat lebih *aware* terhadap kesehatan.

Hal ini dibuktikan dengan meningkatkan kepesertaan BPJS Kesehatan. Direktur Utama BPJS Kesehatan, Ghufron Mukti menjelaskan, per 1 September 2023 cakupan kepesertaan Jaminan Kesehatan Nasional (JKN) yang mencapai lebih dari 262,74 juta jiwa atau 94,60% dari total seluruh penduduk. Pemanfaatan layanan kesehatan yang signifikan oleh peserta JKN pada tahun 2022 dengan 502,8 juta kunjungan. Hal ini mencerminkan kepercayaan yang semakin tinggi dari masyarakat Indonesia terhadap Program JKN. Dengan semakin besarnya jumlah peserta, akses terhadap layanan di fasilitas kesehatan akan meningkat.

Dalam Kebijakan RPJMN 2020-2024 memiliki arah kebijakan yaitu meningkatkan akses dan kualitas pelayanan kesehatan menuju cakupan kesehatan semesta dengan penekanan pada penguatan pelayanan kesehatan dasar (*Primary Health Care*) dan peningkatan upaya promotif dan preventif didukung oleh inovasi dan pemanfaatan teknologi. Pemerintah melalui Kementerian Kesehatan sedang gencar dalam meningkatkan aksesibilitas layanan kesehatan. Peluang pelaku industri untuk membangun rumah sakit atau klinik atau fasilitas kesehatan lainnya di wilayah yang dinilai masih kurang dalam fasilitas kesehatan.

## PROGRESSING AMID THE CHALLENGES

2024 is a year of challenges amidst the Russia-Ukraine war, the political year 2024 and economic recovery after the Covid-19 pandemic. On May 5 2023 the World Health Organization (WHO) revoked the Public Health Emergency of International Concern (PHEIC) status for Covid-19. In line with this, the President of the Republic of Indonesia Joko Widodo (Jokowi) issued Presidential Decree of the Republic of Indonesia (Keppres) Number 17 of 2023 concerning the Determination of the End of the Pandemic Status of Corona Virus Disease 2019 (COVID-19) in Indonesia, which has become an endemic disease in Indonesia.

Even though the pandemic emergency status has been lifted, this will not have much of an impact on hospital performance. In fact, the plan to develop unit volume, either by adding hospitals or beds to meet market demand, is a momentum to increase capabilities to handle various complex diseases in the future and to make society more aware of health.

This is proven by increasing BPJS Health membership. The Main Director of BPJS Health, Ghufron Mukti, explained that as of September 1 2023, National Health Insurance (JKN) membership coverage reached more than 262.74 million people or 94.60% of the total population. Significant utilization of health services by JKN participants in 2022 with 502.8 million visits. This reflects the increasing trust of the Indonesian people in the JKN Program. As the number of participants increases, access to services at health facilities will increase.

The 2020-2024 RPJMN Policy has a policy direction, namely increasing access and quality of health services towards universal health coverage with an emphasis on strengthening basic health services (Primary Health Care) and increasing promotive and preventive efforts supported by innovation and use of technology. The government through the Ministry of Health is aggressively increasing the accessibility of health services. Opportunities for industrial players to build hospitals or clinics or other health facilities in areas that are considered to be lacking in health facilities.

Tahun 2024, Pertamedika IHC akan menambah fasilitas kesehatan berbagai Rumah Sakit milik Pertamedika IHC, membangun RS Tipe C di Balikpapan, RS Unpad Bandung, dan beroperasinya Bali International Hospital sesuai taraf Internasional.

Selain itu, tantangan dalam industri kesehatan saat ini adalah meningkatnya kebutuhan *Digital Healthcare*. Munculnya Covid-19 telah merubahan perilaku konsumen kesehatan kearah digitalisasi layanan kesehatan sehingga mendorong industri kesehatan untuk bertransformasi kearah digital. Berbagai aplikasi layanan kesehatan bermunculan untuk mempermudah masyarakat memperoleh akses kesehatan. Menteri Kesehatan Budi Gunadi Sadikin pun mengakui, teknologi memiliki peran yang sangat besar dalam mendorong perkembangan industri kesehatan.

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, *website* wajib bertanggung jawab memberikan jaminan pelindungan dan mencegah penyalahgunaan data pribadi.

Pemenuhan regulasi kelas rawat inap standard (KRIS) BPJS. KRIS menghadirkan satu kelas standar agar masyarakat memiliki hak yang sama dalam mengakses layanan kesehatan yang mendasar. Pemerintah mengharapkan implementasi kelas standar rumah sakit KRIS JKN dapat diselenggarakan secara menyeluruh pada awal tahun 2025.

Dari sisi ekonomi, Menteri Koordinator Perekonomian RI mengatakan kondisi ekonomi Indonesia tahun 2024 peningkatan risiko global diperkirakan akan mempengaruhi pertumbuhan ekonomi Indonesia yang ditargetkan mampu mencapai 5,2%. Meskipun pandemi Covid-19 telah berakhir, namun kewaspadaan dan kesiap-siagaan perlu dibangun dari sekarang mengingat dampak yang ditimbulkannya sangat besar. Pada 2024, pemerintah juga akan meningkatkan produktifitas dari sisi belanja kesehatan yang akan dijaga pada level 5,6% fokus dengan dialokasikan untuk transformasi sistem kesehatan, mendorong industri farmasi yang kuat dan kompetitif, meningkatkan akses dan kualitas layanan primer dan rujukan, serta menjamin tersedianya fasilitas layanan kesehatan yang andal dari hulu ke hilir.

(Sumber: Dokumen Internal Pertamedika IHC)

In 2024, Pertamedika IHC will add health facilities to various hospitals owned by Pertamedika IHC, build a Type C Hospital in Balikpapan, Unpad Hospital in Bandung, and operate the Bali International Hospital according to international standards.

Apart from that, the challenge in the health industry today is the increasing need for Digital Healthcare. The emergence of Covid-19 has changed the behavior of health consumers towards the digitalization of health services, thereby encouraging the health industry to transform towards digital. Various health service applications have emerged to make it easier for people to gain access to health. Minister of Health Budi Gunadi Sadikin also admitted that technology has a very big role in encouraging the development of the health industry.

Health facilities in Indonesia are also required to be able to adopt the use of RME (Electronic Medical Records) based on Minister of Health Regulation on Medical Records number 24 of 2022. Implementation of RME includes patient registration activities, filling in clinical information, storage, transfer of medical records, ownership and contents of patient medical records, as well as security and protection of personal data. Regarding data security, Law Number 27 of 2022 concerning Personal Data Protection (PDP) was ratified on October 17, 2022. In accordance with the PDP Law, Electronic System Operators (PSE), namely organizers of applications, portals, websites must be responsible for providing guarantees of protection and preventing misuse. personal data.

Fulfillment of BPJS standard inpatient class (KRIS) regulations. KRIS presents one standard class so that people have the same rights in accessing basic health services. The government hopes that the implementation of the KRIS JKN hospital standard class can be implemented comprehensively in early 2025.

From an economic perspective, the Coordinating Minister for the Economy of the Republic of Indonesia said that Indonesia's economic conditions in 2024, increasing global risks, are expected to affect Indonesia's economic growth, which is targeted to reach 5.2%. Even though the Covid-19 pandemic has ended, vigilance and preparedness needs to be built from now on considering the huge impact it has had. In 2024, the government will also increase productivity in terms of health spending which will be maintained at the level of 5.6% focused on being allocated for health system transformation, encouraging a strong and competitive pharmaceutical industry, increasing access and quality of primary and referral services, and ensuring the availability of facilities. reliable health services from upstream to downstream.

(Source: Pertamedika IHC Internal Document)

# Rencana Strategis dan Proyeksi Tahun 2024

# STRATEGIC PLANS AND PROJECTIONS FOR 2024

## Asumsi Dasar yang Digunakan untuk Menyusun Target 2024

## Basic Assumptions Used to Set 2024 Targets

### Asumsi Makro Ekonomi

Penyusunan proyeksi 2024 mengikuti asumsi ekonomi makro yang digunakan dalam penyusunan Anggaran Pendapatan dan Belanja Negara Tahun 2024, sebagai berikut:

### Macroeconomic Assumptions

The preparation of the 2024 projection follows the macroeconomic assumptions used in preparing the 2024 State Revenue and Expenditure Budget, as follows:

| Indikator<br>Indicator | APS untuk RKAP 2024<br>APS for 2024 RKAP |
|---|---|
| **Pertumbuhan Ekonomi (%)**<br>Economic growth (%) | **5,2** |
| **Inflasi (%)**<br>Inflation (%) | **2,8** |
| **Suku Bunga (%)**<br>Interest rate (%) | **6,7** |
| **Nilai Tukar Kurs (Rp/USD)**<br>Exchange Rates (Rp/USD) | **15.000** |

### Asumsi Internal

Menuju tahun 2024, Manajemen Perusahaan telah menetapkan target finansial yang diharapkan dapat tercapai di tahun yang akan datang seperti yang tertuang dalam RKAP 2024. Penetapan target tersebut dibuat berdasarkan berbagai asumsi internal sebagai berikut:

1. Kunjungan Rawat Jalan meningkat 10% dari RKAP 2023. Upaya optimalisasi sinergi Pertamina dan sinergi BUMN, optimalisasi utilisasi asset dan investasi pengadaan, serta penambahan RS di tahun 2024.
2. Kunjungan Rawat Inap meningkat 11% dari RKAP 2023. Upaya meningkatkan konversi dari IGD atau RJ ke Rawat Inap serta perbaikan kriteria rawat inap
3. Sumber pendanaan Anggaran Biaya Investasi (ABI) berasal dari *own fund* dan *external fund* termasuk Bank Loan dan *strategic partner.*
4. Pendapatan Usaha direncakan naik sebesar 20% dibandingkan RKAP 2023. Asumsi penyusunan RKAP dengan adanya tambahan revenue dari 2 akuisisi PT RS dan operasional Bali Internasional Hospital, impact kenaikan tariff tahun 2023 serta peningkatan kunjungan tahun 2024 atas investasi dan renovasi yang dilakukan di tahun 2023.
5. Penambahan bed disebabkan pemenuhan regulasi, upaya optimalisasi BOR, operasional RS baru dan akuisisi PT RS BUMN.

Berdasarkan asumsi yang disusun Perusahaan di atas, maka Perusahaan telah menetapkan RKAP 2024, yang berisi antara lain, target Kinerja Operasional, Kinerja Keuangan, dan Kinerja Investasi, sebagaimana dijelaskan berikut ini.

### Internal Assumptions

Towards 2024, Company Management has set financial targets that are expected to be achieved in the coming year as stated in the 2024 RKAP. The target determination was made based on various internal assumptions as follows:

1. Outpatient visits increased by 10% from the 2023 RKAP. Efforts to optimize Pertamina synergy and SOE synergy, optimize asset utilization and procurement investment, as well as adding hospitals in 2024.
2. Inpatient visits increased by 11% from RKAP 2023. Efforts to increase conversion from ER or RJ to Inpatient as well as improving inpatient criteria
3. Funding sources for the Investment Cost Budget (ABI) come from own funds and external funds including Bank Loans and strategic partners.
4. Business income is planned to increase by 20% compared to the 2023 RKAP. The assumptions for preparing the RKAP include additional revenue from the 2 acquisitions of PT Hospital and the operations of Bali International Hospital, the impact of the tariff increase in 2023 and an increase in visits in 2024 due to investments and renovations carried out in 2023 .
5. The addition of beds is due to compliance with regulations, efforts to optimize the BOR, new hospital operations and the acquisition of PT RS SOE.

Based on the assumptions prepared by the Company above, the Company has determined the 2024 RKAP, which contains, among other things, targets for Operational Performance, Financial Performance and Investment Performance, as explained below.

## Proyeksi Kinerja Operasional 2024

## Operational Performance Projections in 2024

| Uraian Description | Realisasi 2023 Realization 2023 | Target 2024 | Pertumbuhan Growth (%) |
|---|---|---|---|
| ***Bed Occupancy Rate* (BOR)** | 64,1% | 66,3 | 3,43% |
| **Jumlah Kunjungan Rawat Jalan (kunjungan)** Number of Outpatient Visits (visit) | 3.899.990 | 5.760.255 | 47,70% |
| **Jumlah Kunjungan Rawat Inap (kunjungan)** Number of Inpatient Visits (visits) | 381.622 | 386.822 | 1,36% |
| **Average Length of Stay (AvLOS) (hari) (days)** | 3,3 hari | 3,3 | 0,00% |
| **Jumlah Kunjungan Penunjang Medis** Number of Medical Support Visits | 16.633.068 | 18.786.882 | 12,95% |

Adapun strategi dan rencana strategis yang akan diterapkan di tahun 2024 guna mencapai target kinerja operasional sesuai RKAP 2024, antara lain:

1. Penambahan bed dari RS yang di akuisisi pada 2024 sebesar 401 bed, yaitu dari PT MYU (RS Antam Medika), PT SPMN (RS Sri Pamela, RS Sei Dadap, RS Sri Torgamba), disamping penambahan bed untuk RS yang BOR-nya sudah di atas 80%
2. Optimalisasi kunjungan poliklinik sore dan sabtu (after office hours)
3. Peningkatan kunjungan non-captive sebesar 10% baik rawat jalan maupun rawat inap.

The strategies and strategic plans that will be implemented in 2024 to achieve operational performance targets in accordance with the 2024 RKAP include:

1. Additional beds from hospitals acquired in 2024 amount to 401 beds, namely from PT MYU (Antam Medika Hospital), PT SPMN (Sri Pamela Hospital, Sei Dadap Hospital, Sri Torgamba Hospital), in addition to additional beds for hospitals with BOR already above 80%
2. Optimize afternoon and Saturday polyclinic visits (after office hours)
3. Increase in non-captive visits by 10%, both outpatient and inpatient.

## Proyeksi Kinerja Keuangan 2024

## Financial Performance Projections in 2024

| Uraian Description | Realisasi 2023 Realization 2023 | Target 2024 | Pertumbuhan Growth (%) |
|---|---|---|---|
| **Pendapatan** Revenue | 5.720.172 | 6.861.271 | 20 |
| **Beban Operasi** Operating Expenses | 5.451.211 | (6.577.531) | 21 |
| **Laba Bruto** Gross profit | 268.960 | 283.740 | 5 |
| **Laba Bersih Tahun Berjalan** Net Profit for the Year | 300.795 | 283.002 | -6% |
| **Laba Setelah Non Pengendali** Profit After Non-Controlling | 185.007 | 153.720 | -17% |
| **Aset** Asset | 7.437.590 | 14.7244 | 98 |
| **Liabilitas** Liabilities | 3.488.732 | 8.878.557 | 154 |
| **Ekuitas** Equity | 3.948.858 | 5.845.908 | 48 |
| **Arus Kas dari (untuk) Aktivitas Operasi** Cash Flow from (for) Operating Activities | 293.593 | 645.950 | 120 |
| **Arus Kas dari (untuk) Aktivitas Investasi** Cash Flows from (for) Investment Activities | (308.187) | (960.021) | 211 |

Upaya-upaya strategis yang akan diterapkan di tahun 2024 guna mencapai target kinerja keuangan sesuai RKAP 2024, antara lain:

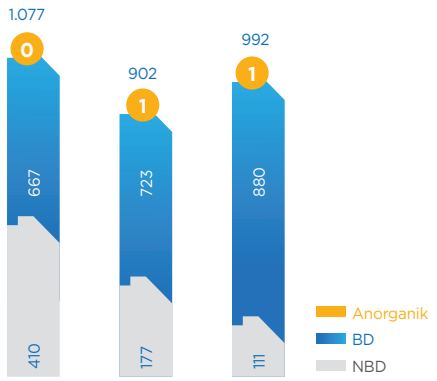
1. *Transformasi Pricing*
2. *Centre Of Excellence*
3. *Doktor Optimazation*.

Strategic efforts that will be implemented in 2024 to achieve financial performance targets in accordance with the 2024 RKAP include:

1. Pricing Transformation
2. Center of Excellence
3. Doctor of Optimization

## Proyeksi Kinerja Investasi 2024

## Investment Performance Projections in 2024




Grafik di atas menggambarkan trend realisasi investasi tahun sejak tahun 2022 dan 2023 serta target 2024. Tahun 2022 realisasi investasi sebesar Rp1.077 miliar, sedangkan tahun 2023 sebesar Rp902 Miliar. Peningkatan di tahun 2023 dikarenakan adanya penambahan Rp243 Miliar pada mata anggaran Bali International Hospital dimana saat ini sedang dilakukan konstruksi dengan rencana realisasi fisik sebesar 65% hingga Desember 2023 dan penambahan dalam target RKAP lainnya atas percepatan investasi di PT Pertamina Bina Medika IHC & Anak Perusahaan.

Di tahun 2024 Anggaran Biaya Investasi direncanakan sebesar Rp. 992 Milyar, yang terdiri dari Anorganik Rp1 Miliar, *Business Development* sebesar Rp 880 Miliar dan *Non Business Development* sebesar Rp111 Miliar.

The graph above depicts the trend of investment realization from 2022 and 2023 as well as the target for 2024. In 2022, investment realization was Rp1,077 billion, while in 2023 it was Rp902 billion. The increase in 2023 is due to the addition of Rp243 billion to the Bali International Hospital budget line where construction is currently underway with a physical realization plan of 65% by December 2023 and additions to other RKAP targets for accelerating investment in PT Pertamina Bina Medika IHC & Subsidiaries.

In 2024, the investment budget is planned to be Rp992 billion, consisting of inorganic Rp1 billion, Business Development amounting to Rp880 billion and Non Business Development amounting to Rp111 billion.

# Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

## INFORMATION AND MATERIAL FACTS THAT OCCUR AFTER THE DATE OF THE ACCOUNTANT'S REPORT

Tidak terdapat informasi dan fakta material yang terjadi setelah tanggal laporan akuntan sampai dengan disahkannya laporan ini.

There is no material information and facts that occurred after the date of the accountant's report until the ratification of this report.

# Aspek Pemasaran
## MARKETING ASPECTS

Dalam rangka menghadapi tantangan ekonomi dan persaingan bisnis yang semakin ketat, Pertamedika IHC terus melakukan inovasi dan peningkatan layanan sesuai dengan target pasar. Pertamedika IHC memiliki komitmen yang kuat untuk terus meningkatkan layanan untuk meningkatkan *customer experience*, salah satunya dengan meningkatkan digital marketing terutama di era kenormalan baru.

### Strategi Pemasaran

Kegiatan pemasaran dilaksanakan untuk untuk meningkatkan *brand awareness* Perusahaan, angka kunjungan, dan pendapatan. Kegiatan pemasaraan dilakukan melalui beberapa aktivitas strategis yang menjadi Program Kerja di 2023, yaitu:

1. Transformasi *Pricing* melalui evaluasi besaran tarif dan penyesuaian buku tarif tahun 2023 di seluruh Rumah Sakit dan Klinik di PT Pertamina Bina Medika IHC.
2. *Improvement* terhadap *Patient Experience* melalui Survei Kepuasan Pasien yang tersentral dengan partisipasi 143.966 responden pada tahun 2023. Melalui program ini didapat informasi level kepuasan pelanggan secara *realtime* melalui Skor Kepuasan dan NPS sehingga *corrective action* dapat dilakukan dengan cepat dan berkelanjutan.
3. Kegiatan marketing yang berfokus kepada :
   a. Kegiatan meretas hubungan baik dengan pelanggan, dimana terdapat 1.907 kegiatan dan 246.209 partisipan dengan goal meningkatkan awareness terhadap layanan RS dan Klinik sehingga dapat meningkatkan kunjungan ke RS dan Klinik.
   b. Penyelenggaraan event flagship seperti Ceremony Mayo Clinic Care Network, Peringatan World Cancer Day bekerjasama dengan Tatler, pemecahan rekor MURI screening HPV DNA secara serentak serta event lainnya yang diselenggarakan korporasi dan Rumah Sakit untuk meningkatkan *awareness* terhadap Pertamedika IHC.
   c. Program untuk meningkatkan kunjungan melalui Sinergi Pertamina serta kerja sama layanan kesehatan dengan perusahaan dan asuransi. Layanan kesehatan yang diberikan berupa rawat inap, rawat jalan serta layanan *Occupational Health* dan *Industrial Hygiene* yang komprehensif untuk kebutuhan korporasi.
   d. Kegiatan digital marketing yang konsisten dengan pertumbuhan follower di atas 25% di sosial media.
4. Kegiatan *branding* yang menyentuh langsung kepada pasien seperti standarisasi *amenities* dan *room directory*.

In order to face economic challenges and increasingly tight business competition, Pertamedika IHC continues to innovate and improve services according to the target market. Pertamedika IHC has a strong commitment to continue improving services to improve customer experience, one of which is by improving digital marketing, especially in the new normal era.

### Marketing strategy

Marketing activities are carried out to increase the Company's brand awareness, visit numbers and revenue. Marketing activities are carried out through several strategic activities which form the Work Program in 2023, namely:

1. Pricing transformation through evaluating tariff amounts and adjusting tariff books for 2023 in all hospitals and clinics at PT Pertamina Bina Medika IHC.
2. Improvement of Patient Experience through a centralized Patient Satisfaction Survey with the participation of 143,966 respondents in 2023. Through this program, real-time information on customer satisfaction levels is obtained through Satisfaction Scores and NPS so that corrective action can be carried out quickly and sustainably.
3. Marketing activities that focus on:
   a. Activities to build good relationships with customers, where there were 1,907 activities and 246,209 participants with the goal of increasing awareness of hospital and clinic services so as to increase visits to hospitals and clinics.
   b. Organizing flagship events such as the Mayo Clinic Care Network Ceremony, World Cancer Day Commemoration in collaboration with Tatler, breaking the MURI record for simultaneous HPV DNA screening and other events organized by corporations and hospitals to increase awareness of Pertamedika IHC.
   c. Program to increase visits through Pertamina Synergy as well as health service collaboration with companies and insurance. The health services provided include inpatient, outpatient and comprehensive Occupational Health and Industrial Hygiene services for corporate needs.
   d. Consistent digital marketing activities with follower growth of above 25% on social media.
4. Branding activities that touch patients directly, such as standardizing amenities and room directories.

| No | Perusahaan/SH/AP<br>Company/SH/AP | Transaksi Sinergi (Juta USD)<br>Synergy Transactions (Million USD) |
|---|---|---|
| 1 | PT Pertamina (Persero) | 2.6 |
| 2 | SH C&T | 6.7 |
| 3 | SH Upstream | 14.6 |
| 4 | SH R&P | 8.6 |
| 5 | SH IML | 2 |
| 6 | SH Gas | 0.6 |
| 7 | SH PNRE | 0.8 |
| 8 | AP Services & Portofolio | 1.5 |

## Pangsa Pasar

PT Pertamina Bina Medika IHC mengelola 36 (tiga puluh enam) Rumah Sakit yang tersebar di 16 Provinsi di seluruh Indonesia. Market share per Provinsi adalah sebagai berikut :

## Market Share

PT Pertamina Bina Medika IHC manages 36 (thirty six) hospitals spread across 16 provinces throughout Indonesia. Market share per Province is as follows:

| No | Area | Est. Market Share 2022 | Est. Market Share 2023 |
|---|---|---|---|
| 1 | DKI Jakarta | 14.5% | 16.1% |
| 2 | Banten | 2.6% | 3.0% |
| 3 | Jawa Barat<br>West Java | 0.6% | 0.6% |
| 4 | Jawa Tengah<br>Central Java | 0.2% | 0.3% |
| 5 | Jawa Timur<br>East Java | 3.8% | 4.5% |
| 6 | Kalimantan Timur<br>East Kalimantan | 10.1% | 10.7% |
| 7 | Kalimantan Selatan<br>South Kalimantan | 1.5% | 1.9% |
| 8 | Kalimantan Utara<br>North Kalimantan | 12.8% | 14.8% |
| 9 | Sulawesi Selatan<br>South Sulawesi | 0.1% | 0.5% |
| 10 | Papua Barat<br>West Papua | 3.8% | 3.6% |
| 11 | Aceh | 0.3% | 0.3% |
| 12 | Sumatera Utara<br>North Sumatra | 0.3% | 0.3% |
| 13 | Sumatera Selatan<br>South Sumatra | 2.5% | 3.0% |
| 14 | Riau | 0.7% | 0.9% |
| 15 | Bangka Belitung | 15.1% | 15.9% |
| 16 | Kepulauan Riau<br>Riau islands | 2.9% | 2.9% |

Perhitungan *market share*, mengacu kepada revenue rumah sakit dibandingkan dengan estimasi spending populasi untuk layanan kesehatan di masing-masing Provinsi.

Market share calculations refer to hospital revenue compared to estimated population spending on health services in each province.

## KEBIJAKAN DIVIDEN

### Dasar Kebijakan Pembagian Dividen

Pembagian dividen yang dilakukan Perusahaan mengacu pada UU No. 40 Tahun 2007 tentang Perseroan Terbatas yang dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan dengan memperhatikan

## DIVIDEND POLICY

### Basic Dividend Distribution Policy

The distribution of dividends carried out by the Company refers to Law no. 40 of 2007 concerning Limited Liability Companies which is carried out based on the Decision of the Annual General Meeting of Shareholders (GMS) taking

kondisi keuangan Perusahaan. Selain itu, Perusahaan juga terus berupaya untuk memenuhi hak Pemegang Saham dengan melakukan pembagian dividen.

Kebjakan dalam pembagian deviden dituang dalam Keputusan Pemegang Saham Secara Sirkuler.

### Pengumuman dan Pembayaran Dividen

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2022, yang diselenggarakan pada tanggal 7 Juni 2023, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar Rp11.445.216.000 atau sebesar 10% dari laba bersih tahun berjalan..

Sementara pembayaran dividen untuk tahun buku 2021 yang dibagikan pada tahun 2022, dilaksanakan berdasarkan Keputusan Pemegang Saham Secara Sirkuler tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2021, yang diselenggarakan pada 21 April 2022. Berdasarkan RUPS tersebut, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar Rp311,543 miliar atau sebesar 45% dari laba bersih tahun berjalan.

### Kontribusi Terhadap Negara

Pada tahun 2023 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 2023 dan 2022.

into account the Company's financial condition. Apart from that, the Company also continues to strive to fulfill the rights of Shareholders by distributing dividends.

The policy on distributing dividends is contained in the Circular Shareholder Decree.

### Announcement and Payment of Dividends

Based on the Circular Shareholders' Resolutions regarding the Annual General Meeting of Shareholders for the 2022 Fiscal Year, which was held on June 7, 2023, the shareholders agreed to distribute dividends of Rp11,445,216,000 or 10% of the net profit for the year..

Meanwhile, the payment of dividends for the 2021 financial year, which will be distributed in 2022, will be carried out based on the Circular Shareholders' Decision regarding the Annual General Meeting of Shareholders for the 2021 Financial Year, which will be held on April 21 2022. Based on the GMS, the shareholders agreed to distribute dividends in the amount of IDR 311.543 billion or 45% of the current year's net profit.

### Contribution to the Country

In 2023 and 2022, the Company has fulfilled its obligation to pay taxes, which is a form of contribution to the country. The following are details of the Company's payment obligations, related to Taxation in 2023 and 2022.

| Uraian Description | 2023 | 2022 | Pertumbuhan Growth | |
|---|---|---|---|---|
| | | | Nominal | Persentase Percentage (%) |
| PPN PPN | 31.084 | 23.328 | 7.756 | 33 |
| PPh Badan PPh Badan | 90.319 | 244.925 | (154.606) | (63) |
| Regional Tax Regional Tax | 25 | 60 | (35) | (59) |
| PPh 4 (2) PPh Pot Put | 187.979 | 181.758 | 6.220 | 3 |
| Jumlah Total | 309.407 | 450.071 | (140.664 | (31) |

## PROGRAM KEPEMILIKAN SAHAM KARYAWAN DAN/ ATAU MANAJEMEN (ESOP/MSOP)

Sampai dengan 31 Desember 2023, 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*.

## EMPLOYEE AND/OR MANAGEMENT STOCK OPTION PROGRAM (ESOP/MSOP)

As of December 31, 2023, the Company does not have an employee and/or management share ownership program (ESOP/MSOP), so there is no information regarding the number of ESOP/MSOP shares and their realization, time period, requirements for eligible employees and/or management, and exercise price.

## Realisasi Dana Hasil Penawaran Umum

Hingga akhir tahun 2023, Perusahaan tidak melakukan penawaran umum saham dan/atau penerbitan efek lainnya di Bursa Efek mana pun. Oleh karena itu, tidak terdapat informasi mengenai realisasi penggunaan dana hasil penawaran umum.

## INFORMASI MATERIAL TERKAIT INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

1. Dalam rangka pembentukan Badan Hukum sebagai Entitas yang melaksanakan kegiatan operasional rumah sakit maka perlu dibentuk Anak Perusahaan sebagai Entitas dalam seluruh kegiatan Bali International Hospital baik itu pra maupun pasca konstruksi
2. PBM IHC menerbitkan *Mandatory Convertible Bonds* (MCB) kepada Investors (PT Akar Investasi Indonesia (INA) dan PT Swire Investments Indonesia (Swire).
3. RSPP merupakan salah satu jaringan RS IHC dan satu-satunya di Indonesia yang menjadi bagian dari Mayo Clinic Care Network (MCCN). Kolaborasi ini memungkinkan RSPP memperoleh akses berbagi pengetahuan dan keahlian dari tim Mayo Clinic.

## INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

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:

1. Orang atau anggota keluarga terdekatnya dikatakan memiliki relasi dengan Perusahaan jika orang tersebut:
   a. memiliki pengendalian ataupun pengendalian Bersama terhadap Perusahaan,
   b. memiliki pengaruh signifikan terhadap Perusahaan, atau
   c. 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:
   a. 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),
   b. entitas tersebut dan Perusahaan adalah ventura Bersama dari pihak ketiga yang sama,
   c. satu entitas yang merupakan ventura bersama dari Perusahaan dan entitas lain yang merupakan entitas asosiasi dari Perusahaan,

## REALIZATION OF FUNDS PROCEEDING FROM PUBLIC OFFERING

Until the end of 2023, the Company did not carry out a public offering of shares and/or other securities issuance on any Stock Exchange. Therefore, there is no information regarding the actual use of proceeds from the public offering.

## MATERIAL INFORMATION RELATED TO INVESTMENT, EXPANSION, DIVESTMENT, MERGER/ CONSOLATION OF BUSINESSES, ACQUISITIONS, AND DEBT/ CAPITAL RESTRUCTURING

1. In order to establish a Legal Entity as an Entity that carries out hospital operational activities, it is necessary to form a Subsidiary Company as an Entity for all Bali International Hospital activities, both pre and post-construction
2. PBM IHC issues Mandatory Convertible Bonds (MCB) to Investors (PT Akar Investasi Indonesia (INA) and PT Swire Investments Indonesia (Swire).
3. RSPP is one of the IHC hospital networks and the only one in Indonesia that is part of the Mayo Clinic Care Network (MCCN). This collaboration allows RSPP to gain access to shared knowledge and expertise from the Mayo Clinic team.

## INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES/RELATED PARTIES

In carrying out its business activities, the Company carries out transactions with related parties as defined in PSAK No. 7 regarding "Related Party Disclosures". A related party is a person or entity related to the reporting entity:

1. A person or their immediate family member is said to have a relationship with the Company if that person:
   a. has control or joint control over the Company,
   b. has significant influence on the Company, or
   c. are key management personnel of the Company or parent entity.
2. Meanwhile, an entity is said to have a relationship with the Company if it fulfills one of the following:
   a. the entity and the Company are members of the same business group, are an associated entity or joint venture of the Company (or the associated entity or joint venture is a member of a business group where the Company is a member of the business group),
   b. such entity and the Company are Joint Ventures of the same third party,
   c. one entity which is a joint venture of the Company and another entity which is an associated entity of the Company,

d. 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,
e. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (i) di atas,
f. orang yang diidentifikasi dalam angka (i) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci dari entitas tersebut (atau entitas induk dari entitas),
g. 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.

d. is a post-employment benefits program for employee benefits from the Company or an entity related to the Company. If the Company is the organizer of the program, then the sponsoring entity is also related to the Company,
e. entities controlled or jointly controlled by the person identified in point (i) above,
f. the person identified in figure (i) has significant influence over the entity or key management personnel of the entity (or the parent entity of the entity),
g. The entity, or a member of a group of which the entity is part, provides key management personnel services to the reporting entity or to the parent entity 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 2023:

## Name, Nature of Relationship, and Type of Transaction 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 until 31 December 2023:

| **Pihak Berelasi**<br>Related Parties | **Sifat Hubungan**<br>Nature of Relationship | **Sifat Transaksi**<br>Nature of Transaction |
|---|---|---|
| **PT Pertamina (Persero)** | **Pemegang Saham**<br>Shareholders | **Jasa Jasa Kesehatan, Sewa Utilitas sewa lahan**<br>Health Services, Utilities Rental, land rental |
| **PT Pertamina EP** | **Entitas Anak Perusahaan PT Pertamina (Persero)**<br>Subsidiary of PT Pertamina (Persero) | **Jasa Layanan Kesehatan dan Sewa Utilitas**<br>Health Services and Utility Rentals |
| **PT Pertamina Training & Consulting** | **Entitas Anak Perusahaan PT Pertamina (Persero)**<br>Subsidiary of PT Pertamina (Persero) | **Jasa Kesehatan dan Sewa Utilitas**<br>Health Services and Utility Rentals |
| **PT Pertamina Trans Kontinental,**<br>**PT Pertamina Patra Niaga,**<br>**PT Pelita Air Service,**<br>**PT Pertamina Hulu Energi,**<br>**PT Elnusa Tbk,**<br>**PT Pertamina Geothermal Energy,**<br>**PT Pertamina Drilling Services Indonesia,**<br>**PT Pertamina Lubricants,**<br>**PT Pertamina EP Cepu,**<br>**PT Pertamina Internasional Eksplorasi dan Produksi, / PT Pertamina International Exploration and Production,**<br>**PT Pertamina (Persero),**<br>**PT Perusahaan Gas Negara Tbk,**<br>**PT Pertamina International Shipping,**<br>**PT Pertamina Hulu Indonesia,**<br>**PT Pertamina Power Indonesia,**<br>**PT Pertamina Energy Terminal,**<br>**PT PHE OSES,**<br>**PT PHE ONWJ,**<br>**PT PHE TEJ,**<br>**PT Patra Drilling Contractor,**<br>**PT Pertamina EP,**<br>**PT Pertamina Rosneft Pengelolaan dan Petrokimia / PT Pertamina Rosneft Management and Petrochemical**<br>**PT Trans Pacific Petrochemical Indotama**<br>**PT Kilang Pertamina Internasional**<br>**PT Kilang Pertamina Balikpapan** | **Pertamina Group** | **Jasa Kesehatan**<br>Health Services |
| **Yayasan Kesehatan Pertamina**<br>Pertamina Health Foundation | **Pihak Berelasi**<br>Related Parties | **Jasa Kesehatan Managed Care Kapitasi dan PISA**<br>Managed Care Capitation and PISA Health Services |

| Pihak Berelasi<br>Related Parties | Sifat Hubungan<br>Nature of Relationship | Sifat Transaksi<br>Nature of Transaction |
|---|---|---|
| **Sekolah Tinggi Ilmu Kesehatan (STIKES)**<br>College of Health Sciences (STIKES) | **Pihak Berelasi Lainnya**<br>Other Related Parties | **Jasa Pelatihan**<br>Training Services |
| **Dewan Komisaris dan Dewan Direksi**<br>Board of Commissioners and Board of Directors | **Manajemen Kunci Perusahaan**<br>Key Company Management | **Kompensasi dan Remunerasi**<br>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 East Java Regional Development Bank Tbk, PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara, / PT Regional Development Bank of East Kalimantan and North Kalimantan, PT Bank Pembangunan Daerah Jawa Barat dan Banten, / PT Regional Development Bank of West Java and Banten, PT Bank BTN (Persero) Tbk, PT Bank DKI** | **Perusahaan Afiliasi**<br>Affiliated Company | **Jasa Perbankan**<br>Banking Services |

## Alasan Dilakukannya Transaksi

Seperti halnya transaksi dengan pihak ketiga, transaksi Perusahaan dengan Pihak Berelasi dilakukan sejalan dengan kebutuhan pengembangan operasional dan bisnis Perusahaan, serta prinsip saling membutuhkan antara Perusahaan dengan Pihak Berelasi.

## Reason for Transaction

Like transactions with third parties, the Company's transactions with Related Parties are carried out in line with the Company's operational and business development needs, as well as the principle of mutual need between the Company and Related Parties.

## Penjelasan Mengenai Kewajaran Transaksi

Kewajaran seluruh transaksi yang dilakukan Perusahaan dengan Pihak-pihak Berelasi/Berafiliasi telah diungkapkan pada laporan keuangan, dan telah sesuai dengan standar PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi".
Semua transaksi dengan pihak yang berelasi, dilakukan dengan persyaratan, tingkat harga, dan kondisi normal sebagaimana yang dilakukan dengan pihak ketiga dan telah diungkapkan dalam laporan keuangan. Tidak ada perbedaan kebijakan harga dan syarat transaksi antara pihak-pihak berelasi dan pihak ketiga.

## Explanation of Transaction Fairness

The fairness of all transactions carried out by the Company with Related/Affiliated Parties has been disclosed in the financial statements, and is in accordance with PSAK 7 standards concerning "Related Party Disclosures".
All transactions with related parties are carried out with normal terms, price levels and conditions as those carried out with third parties and have been disclosed in the financial statements. There are no differences in pricing policies and transaction terms between related parties and third parties.

## Realisasi Saldo dan Transaksi Pada Periode Tahun Buku Terakhir

Realisasi saldo dan transaksi Pihak-pihak Berelasi terhadap kinerja keuangan Perusahaan dapat disampaikan sebagai berikut:

## Realization of Balances and Transactions in the Last Financial Year Period

The realization of balances and transactions of Related Parties on the Company's financial performance can be presented as follows:

### Kas dan Setara Kas

### Cash and cash equivalents

| Uraian<br>Description | 2023 | 2022 |
|---|---|---|
| PT Bank Syariah Mandiri | 234.805 | 419.816 |
| PT Bank BNI (Persero) Tbk | 101.395 | 151.005 |
| PT Bank BRI (Persero) Tbk | 243.470 | 442.313 |
| PT Bank Mandiri (Persero) Tbk | 244.759 | 278.908 |
| PT Bank Pembangunan Daerah Jawa Barat & Banten | 237 | 236 |
| PT Bank BTN (Persero) Tbk | 58.717 | 28.205 |
| PT Bank BRI Syariah | 6.222 | 34.562 |
| PT Bank BNI Syariah | 5.937 | 47.689 |

| Uraian<br>Description | 2023 | 2022 |
|---|---|---|
| PT Bank Pembangunan Daerah Jawa Timur Tbk | 6.673 | 5.000 |
| PT Bank Pembangunan Daerah Kalimantan Timur & Kalimantan Utara | 284 | - |
| PT Bank DKI | 2.984 | - |
| PT Bank Syariah Indonesia | 39.471 | 147.652 |
| Lain-Lain<br>Others | 184.125 | 4.982 |
| Total | 1.129.079 | 1.560.368 |
| Persentase Terhadap Jumlah Aset<br>Percentage of Total Assets | 15.18 | 20,37% |

## Piutang Usaha

## Trade Receivables

| Uraian<br>Description | 31 Desember<br>December 31 | |
|---|---|---|
| | 2023 | 2022 |
| PT Pertamina (Persero) | 25.083 | 36.737 |
| PT Pertamina EP | 62.028 | 65.065 |
| PT Pertamina Geothermal Energy | 7.492 | - |
| PT Perusahaan Gas Negara Tbk | 2.018 | 1.326 |
| PT Pertamina Drilling Service Indonesia | 15.396 | 16.938 |
| PT Pertamina Hulu Energi | 30.399 | 27.231 |
| PT Pertamina Hulu Indonesia | 5.764 | 10.244 |
| PT Elnusa Tbk | 1.902 | - |
| PT Pertamina Lubricants | 2.743 | - |
| PT Patra Niaga | 30.601 | 34.396 |
| PT Pertamina Training & Consulting | 15.483 | - |
| PT Pertamina EP Cepu | 156 | 7.039 |
| PT Pertamina Retail | 700 | - |
| PT Pertamina International Shipping | 14.626 | - |
| PT Pertamina Internasional Eksplorasi dan Produksi / PT Pertamina International Exploration and Production | 1.334 | - |
| PT Pertamina Transkontinental | 8.720 | - |
| PT Patra Jasa | 3.399 | - |
| PT Nusantara Regas | 8 | - |
| PT Tugu Pratama Indonesia | 111 | - |
| PT Pelita Air Service | 545 | - |
| PT Pertamina EP Cepu ADK | 39 | - |
| PT Pertamina Dana Ventura | 79 | - |
| PT Pertamina Gas | 13.179 | - |
| PT Kilang Pertamina Internasional | 37.532 | 62.787 |
| Pihak Berelasi Lainnya / Other Related Parties | 362.109 | 69.345 |
| Yayasan Kesehatan Pertamina<br>Pertamina Health Foundation | 20.245 | - |
| Total | 661.691 | 331.108 |
| % Terhadap Jumlah Aset<br>% of Total Assets | 8,90% | 4,32% |

## Pendapatan

## Revenues

| Uraian<br>Description | 31 Desember<br>December 31 | |
|---|---|---|
| | 2023 | 2022 |
| PT Pertamina (Persero) | 21.401 | 40.567 |
| PT Pertamina EP | 95.408 | 121.015 |
| PT Kilang Pertamina Internasional | 70.687 | 117.532 |
| PT Pertamina Hulu Energi | 22.250 | 25.060 |
| PT Pertamina Hulu Indonesia | 15.621 | 18.996 |
| PT Pertamina Drilling Service Indonesia | 24.176 | 21.651 |
| PT Elnusa Tbk | 8.127 | 9.194 |
| Lain-Lain<br>Others | 170.646 | 136.253 |
| Total | 428.316 | 490.268 |
| % Terhadap Jumlah Pendapatan<br>% of Total Revenues | 7,49% | 9,92% |

## Beban Operasi

## Operating Expenses

| Uraian<br>Description | 31 Desember<br>December 31 | |
|---|---|---|
| | 2023 | 2022 |
| PT Patra Jasa | 37.618 | 31.631 |
| PT Kilang Pertamina Internasional | 16.223 | 11.005 |
| PT Pertamina (Persero) | 4.059 | 6.997 |
| PT Pertamina Patra Niaga | 877 | 1.855 |
| PT Pertamina Training & Consulting | 6.163 | 1.407 |
| PT Tugu Pratama Indonesia | 350 | 463 |
| PT Pelita Air Service | - | - |
| Total | 60 | 53.358 |
| % Terhadap Jumlah Beban Operasi<br>% of Total Operating Expenses | 65.350 | 1,05% |

## Kebijakan Perusahaan Terkait Mekanisme Reviu atas Transaksi

Mekanisme reviu Perusahaan atas transaksi dengan Pihak-pihak Berelasi dilakukan melalui proses audit khususnya audit yang telah dilakukan oleh akuntan publik dan dipublikasikan, di mana mekanisme ini tertuang dalam PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi".

## Company Policy Regarding Transaction Review Mechanisms

The Company's review mechanism for transactions with Related Parties is carried out through an audit process, especially audits that have been carried out by public accountants and published, where this mechanism is contained in PSAK 7 (revised 2014) concerning "Related Party Disclosures".

## Pemenuhan Peraturan dan Ketentuan Terkait

Pemenuhan peraturan dan ketentuan terkait, yaitu Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi" dalam laporan keuangan Perusahaan tahun 2023 yang telah diaudit oleh Kantor Akuntan Publik Ernst & Young - Purwantono, Sungkoro & Surja.

## Fulfillment of Related Regulations and Provisions

Compliance with related regulations and provisions, namely Financial Accounting Standards (SAK) in Indonesia, is carried out through efforts to disclose PSAK 7 (revised 2014) concerning "Related Party Disclosures" in the Company's 2023 financial statements which have been audited by the Public Accounting Firm Ernst & Young - Purwantono, Sungkoro & Surja

### Pernyataan Direksi bahwa Transaksi Afiliasi Telah Melalui Prosedur yang Memadai

Dalam transaksi afiliasi tersebut, Dewan Komisaris dan Direksi Perusahaan menyatakan bahwa transaksi tersebut telah melalui prosedur yang memadai dan dan telah memenuhi prinsip transaksi yang wajar (*arm's length principle*). Di samping itu, Dewan Komisaris dan Komite Audit memiliki peran yang proaktif dalam memastikan bahwa seluruh transaksi dengan Pihak Berelasi pada tahun 2023 dan 2022 telah dilakukan dengan wajar.

Seluruh transaksi dengan Pihak Berelasi yang dilakukan pada tahun 2023 dan 2022 diperlukan untuk mendukung lancarnya kegiatan operasional Perusahaan yang pada akhirnya berkontribusi pada pencapaian kinerja. Manajemen menilai bahwa seluruh transaksi dengan Pihak Berelasi di tahun 2023 telah memenuhi peraturan dan ketentuan yang terkait.

### Board of Directors' statement that affiliated transactions have gone through adequate procedures

In this affiliate transaction, the Company's Board of Commissioners and Directors stated that the transaction had gone through adequate procedures and had fulfilled the arm's length principle. In addition, the Board of Commissioners and Audit Committee have a proactive role in ensuring that all transactions with Related Parties in 2023 and 2022 are carried out fairly.

All transactions with Related Parties carried out in 2023 and 2022 are necessary to support the smooth running of the Company's operational activities which ultimately contribute to achieving performance. Management assesses that all transactions with Related Parties in 2023 have complied with the relevant rules and regulations.

## PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

Pada tahun 2023, tidak terdapat perubahan peraturan perundang-undangan yang berdampak signifikan terhadap Perusahaan. Adapun perubahan peraturan dan/atau perundang-undangan yang berdampak terhadap kinerja Perusahaan di tahun 2023 adalah sebagai berikut.

## CHANGES IN LAWS AND REGULATIONS THAT HAVE A SIGNIFICANT INFLUENCE ON THE COMPANY

In 2023, there was no changes to laws and regulations that will have a significant impact on the Company. The changes in regulations and/or legislation that impact the Company's performance in 2023 are as follows.

| Nama Peraturan<br>Regulation | Perihal<br>Subject | Dampak terhadap Perusahaan<br>Impact on the Company |
|---|---|---|
| **UU Kesehatan No. 17 Tahun 2023 Pasal 185**<br>Health Law no. 17 of 2023 Article 185 | **Rumah Sakit yang didirikan oleh masyarakat harus berbentuk badan hukum yang kegiatan usahanya hanya bergerak di bidang pelayanan kesehatan**<br>Hospitals established by the community must be in the form of legal entities whose business activities are only engaged in the field of health services | **Maka sebuah Perusahaan (Perseroan): maka tidak hanya bergerak di bidang perumahsakitan, tetapi dapat juga berupa klinik, apotik dan laboratorium.**<br>So a Company: then not only operates in the hospital sector, but can also be in the form of clinics, pharmacies and laboratories. |
| **Permen BUMN No. 09/MBU/2012 menjadi Permen BUMN No. 2 Tahun 2023**<br>SOE Ministerial Regulation No. 09/MBU/2012 became BUMN Ministerial Regulation No. 2 of 2023 | **Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara**<br>Concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises | **3. Seluruh kegiatan tata kelola BUMN yang berkaitan dengan kegiatan korporasi, mulai dari perencanaan, pelaksanaan hingga pelaporan.**<br>**4. Merupakan acuan/dasar bagi seluruh BUMN untuk melaksanakan aktivitas bisnis dengan tetap menerapkan prinsip-prinsip GCG serta seluruh tahapan yang tercantum di dalam peraturan ini.**<br>**5. Bertujuan agar BUMN tetap patuh untuk menjalankan bisnis sesuai ketentuan peraturan perundang-undangan, serta mitigasi berbagai risiko bisnis, termasuk risiko ketidakpatuhan seperti fraud, korupsi dan penyuapan.**<br>1. All SOE governance activities related to corporate activities, from planning, implementation to reporting.<br>2. It is a reference/basis for all SOE to carry out business activities while still implementing GCG principles and all the stages listed in this regulation.<br>3. The aim is for SOE to remain compliant in carrying out business in accordance with statutory provisions, as well as mitigating various business risks, including the risk of non-compliance such as fraud, corruption and bribery. |

| **Nama Peraturan**<br>Regulation | **Perihal**<br>Subject | **Dampak terhadap Perusahaan**<br>Impact on the Company |
|---|---|---|
| **UU Kesehatan No 17 Tahun 2023** | **1. Mengubah fokus dari pengobatan menjadi pencegahan.**<br>**2. Memudahkan akses layanan kesehatan.**<br>**3. Mendorong industri kesehatan untuk mandiri di dalam negeri.**<br>**4. Mempersiapkan sistem kesehatan yang tangguh menghadapi bencana.**<br>**5. Meningkatkan efisiensi dan transparansi pembiayaan kesehatan.**<br>**6. Memperbaiki kekurangan tenaga kesehatan.**<br>**7. Menyederhanakan proses perizinan.**<br>**8. Melindungi tenaga kesehatan secara khusus.**<br>**9. Mengintegrasikan sistem informasi kesehatan.**<br>**10. Mendorong penggunaan teknologi kesehatan yang mutakhir.** | **1. Penyederhanaan perizinan: Proses perizinan menjadi lebih mudah dengan STR berlaku seumur hidup, mempercepat izin praktik tenaga kesehatan.**<br>**2. Peningkatan alokasi anggaran: Alokasi anggaran kesehatan meningkat dari 5% menjadi 10%, memberikan dana lebih untuk infrastruktur, pelayanan kesehatan, dan pengembangan sumber daya manusia di bidang kesehatan.**<br>**3. Penguatan rantai pasok kefarmasian dan alat kesehatan: Prioritas penggunaan bahan baku dan produk dalam negeri, mendorong perkembangan industri kesehatan di dalam negeri.**<br>**4. Peningkatan jumlah dan pemerataan tenaga kesehatan: Peningkatan produksi dokter spesialis dan pemerataan di daerah yang kurang tenaga medis.**<br>**5. Perlindungan hukum bagi tenaga kesehatan: Memberikan perlindungan hukum khusus terhadap kekerasan, pelecehan, dan perundungan terhadap tenaga medis.**<br>**6. Pemanfaatan teknologi kesehatan: Mendorong penggunaan teknologi biomedis dan pelayanan kedokteran presisi untuk meningkatkan efektivitas dan efisiensi pelayanan kesehatan.**<br>**7. Peningkatkan akses, kualitas, dan keadilan pelayanan kesehatan di Indonesia.** |
| Health Law No. 17 of 2023 | 1. Change the focus from treatment to prevention.<br>2. Facilitate access to health services.<br>3. Encourage the health industry to become independent within the country.<br>4. Prepare a health system that is resilient to face disasters.<br>5. Increase the efficiency and transparency of health financing.<br>6. Correct the shortage of health workers.<br>7. Simplify the licensing process.<br>8. Protect health workers in particular.<br>9. Integrate health information systems.<br>10. Encourage the use of the latest health technology. | 1. Simplification of licensing: The licensing process becomes easier with STR valid for life, speeding up permits to practice health workers.<br>2. Increased budget allocation: The health budget allocation increased from 5% to 10%, providing more funds for infrastructure, health services and human resource development in the health sector.<br>3. Strengthening the Pharmacy and medical device supply chain: Prioritize the use of domestic raw materials and products, encouraging the development of the domestic health industry.<br>4. Increasing the number and distribution of health workers: Increasing the production of specialist doctors and equal distribution in areas that lack medical personnel.<br>5. Legal protection for health workers: Provides special legal protection against violence, harassment and bullying against medical workers.<br>6. Utilization of health technology: Encouraging the use of biomedical technology and precision medical services to increase the effectiveness and efficiency of health services.<br>7. Increasing access, quality and fairness of health services in Indonesia. |

# Kelangsungan Usaha
## BUSINESS CONTINUITY

### Hal-Hal Yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Di tahun 2023, Perusahaan tidak mendapati adanya hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan.

### *Assessment* Manajemen atas Hal-Hal yang Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Sebagai bagian dari upaya mitigasi risiko yang mungkin dihadapi, Perseroan telah menetapkan sistem manajemen risiko yang baik, berupa penetapan sejumlah risiko utama beserta upaya mitigasinya.

Manajemen Perusahaan juga melakukan evaluasi dan *assessment* terkait hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha Perusahaan secara rutin. Evaluasi tersebut dilakukan melalui analisis SWOT yang terdiri dari Kekuatan (*Strength*) dan Kelemahan (*Weakness*) yang bertujuan untuk melihat faktor internal, serta Kesempatan (*Opportunity*) dan Ancaman (*Threat*) untuk mengidentifikasi faktor eksternal.

Manajemen melakukan analisis SWOT dengan tujuan sebagai asumsi dasar kelangsungan bisnis Perseroan dalam menghadapi dampak yang signifikan terhadap perubahan kondisi bisnis dan kondisi perekonomian. Adapun hasil analisis SWOT di tahun 2023.

### Asumsi yang Digunakan Manajemen dalam Melakukan *Assessment*

Dalam melaksanakan penilaian atas kemampuan Perusahaan dalam melanjutkan kelangsungan usaha di masa yang akan datang, digunakan beberapa asumsi dan pertimbangan. Asumsi dan pertimbangan yang digunakan Perseroan, antara lain analisis SWOT, kinerja keuangan, likuiditas, solvabilitas, profitabilitas, permasalahan internal dan perkara hukum yang dihadapi, serta kondisi ekonomi mikro dan makro pada saat ini maupun masa yang akan datang. Selain itu, Perusahaan juga melaksanakan assessment tingkat kesehatan Perusahaan untuk mengetahui aspek-aspek kinerja Perusahaan yang memerlukan perbaikan.

### Matters with Significant Impact on Business Continuity

In 2023, the Company did not find any matters that had the potential to have a significant impact on the Company's business continuity.

### Management's Assessment of Matters With Significant Impact on Business Continuity

As part of efforts to mitigate risks that may be faced, the Company has established a good risk management system, in the form of determining a number of main risks and their mitigation efforts.

Company management also carries out evaluations and assessments regarding matters that have a significant impact on the Company's business continuity on a regular basis. This evaluation is carried out through a SWOT analysis consisting of Strengths and Weaknesses which aims to look at internal factors, as well as Opportunities and Threats to identify external factors.

Management conducted a SWOT analysis with the aim of providing a basic assumption for the Company's business continuity in facing significant impacts on changes in business conditions and economic conditions. The results of the SWOT analysis in 2023.

### Assumptions Used by Management in Conducting the Assessments

In carrying out an assessment of the Company's ability to continue business continuity in the future, several assumptions and considerations are used. The assumptions and considerations used by the Company include SWOT analysis, financial performance, liquidity, solvency, profitability, internal problems and legal cases faced, as well as current and future micro and macro economic conditions. In addition, the Company also carries out an assessment of the Company's health level to determine aspects of the Company's performance that require improvement.

# TINGKAT KESEHATAN PERUSAHAAN
## COMPANY HEALTH LEVEL

Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Tingkat Kesehatan Perusahaan dinilai menggunakan Peringkat (*Rating*) yang didasarkan pada Pemeringkatan yang dilakukan oleh Perusahaan Pemeringkat Nasional, Perusahaan Pemeringkat Internasional, maupun Perusahaan Pemeringkat Nasional yang terafiliasi dengan Perusahaan Pemeringkat Internasional.

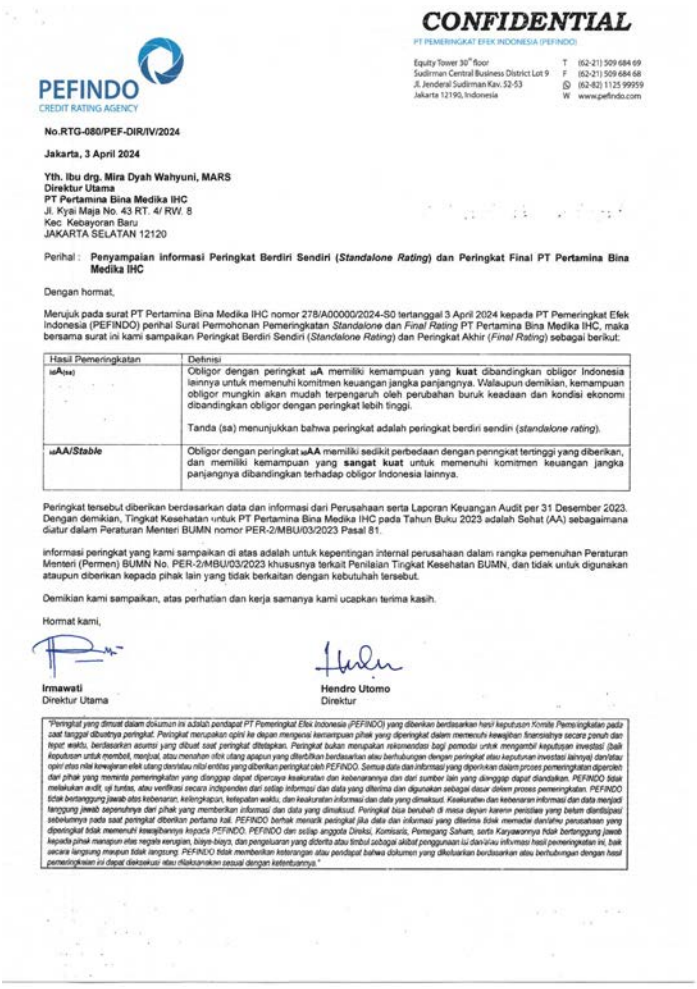
Based on the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Company's Health Level is assessed using Ratings based on Ratings conducted by National Rating Companies, International Rating Companies, and National Rating Companies affiliated with International Rating Companies.

Dalam rangka memenuhi peraturan tersebut, Penilaian Tingkat Kesehatan Perusahaan melalui Pemeringkatan (*Rating*) dilakukan oleh Lembaga Pemeringkat Nasional (Pefindo) dengan hasil Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Akhir (*Final Rating*), yaitu idA (sa) dan idAA/*Stable*.

In order to fulfill the regulation, the assessment of the Company's Health Level through Rating is carried out by the National Rating Agency (Pefindo) with the results of Standalone Rating and Final Rating, namely idA (sa) and idAA/Stable.

Peringkat tersebut diberikan berdasarkan data dan informasi dari Perusahaan serta Laporan Keuangan Audit per 31 Desember 2023. Dengan demikian, Tingkat Kesehatan untuk PT Pertamina Bina Medika IHC pada Tahun Buku 2023 adalah Sehat (AA) sebagaimana diatur dalam Peraturan Menteri BUMN nomor PER-2/MBU/03/2023 Pasal 81.

The rating is given based on data and information from the Company and the Audited Financial Statements as of December 31, 2023. Thus, the Health Level for PT Pertamina Bina Medika IHC in Fiscal Year 2023 is Healthy (AA) as stipulated in the Regulation of the Minister of SOEs number PER-2/MBU/03/2023 Article 81.



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CREDIT RATING AGENCY

**No.RTG-080/PEF-DIR/IV/2024**

**Jakarta, 3 April 2024**

**Yth. Ibu drg. Mira Dyah Wahyuni, MARS**
**Direktur Utama**
**PT Pertamina Bina Medika IHC**
Jl. Kyai Maja No. 43 RT. 4/ RW. 8
Kec. Kebayoran Baru
JAKARTA SELATAN 12120

Perihal : **Penyampaian Informasi Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Final PT Pertamina Bina Medika IHC**

Dengan hormat,

Merujuk pada surat PT Pertamina Bina Medika IHC nomor 278/A00000/2024-S0 tertanggal 3 April 2024 kepada PT Pemeringkat Efek Indonesia (PEFINDO) perihal Surat Permohonan Pemeringkatan *Standalone* dan *Final Rating* PT Pertamina Bina Medika IHC, maka bersama surat ini kami sampaikan Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Akhir (*Final Rating*) sebagai berikut:

| Hasil Pemeringkatan | Definisi |
|---|---|
| idA(sa) | Obligor dengan peringkat idA memiliki kemampuan yang **kuat** dibandingkan obligor Indonesia lainnya untuk memenuhi komitmen keuangan jangka panjangnya. Walaupun demikian, kemampuan obligor mungkin akan mudah terpengaruh oleh perubahan buruk keadaan dan kondisi ekonomi dibandingkan obligor dengan peringkat lebih tinggi.<br><br>Tanda (sa) menunjukkan bahwa peringkat adalah peringkat berdiri sendiri (*standalone rating*). |
| idAA/*Stable* | Obligor dengan peringkat idAA memiliki sedikit perbedaan dengan peringkat tertinggi yang diberikan, dan memiliki kemampuan yang **sangat kuat** untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan terhadap obligor Indonesia lainnya. |

Peringkat tersebut diberikan berdasarkan data dan informasi dari Perusahaan serta Laporan Keuangan Audit per 31 Desember 2023. Dengan demikian, Tingkat Kesehatan untuk PT Pertamina Bina Medika IHC pada Tahun Buku 2023 adalah Sehat (AA) sebagaimana diatur dalam Peraturan Menteri BUMN nomor PER-2/MBU/03/2023 Pasal 81.

informasi peringkat yang kami sampaikan di atas adalah untuk kepentingan internal perusahaan dalam rangka pemenuhan Peraturan Menteri (Permen) BUMN No. PER-2/MBU/03/2023 khususnya terkait Penilaian Tingkat Kesehatan BUMN, dan tidak untuk digunakan ataupun diberikan kepada pihak lain yang tidak berkaitan dengan kebutuhan tersebut.

Demikian kami sampaikan, atas perhatian dan kerja samanya kami ucapkan terima kasih.

Hormat kami,

**Irmawati**
Direktur Utama

**Hendro Utomo**
Direktur

*"Peringkat yang dimuat dalam dokumen ini adalah pendapat PT Pemeringkat Efek Indonesia (PEFINDO) yang diberikan berdasarkan hasil keputusan Komite Pemeringkatan pada saat tanggal dibuatnya peringkat. Peringkat merupakan opini ke depan mengenai kemampuan pihak yang diperingkat dalam memenuhi kewajiban finansialnya secara penuh dan tepat waktu, berdasarkan asumsi yang dibuat saat peringkat ditetapkan. Peringkat bukan merupakan rekomendasi bagi pemodal untuk mengambil keputusan investasi (baik keputusan untuk membeli, menjual, atau menahan efek utang apapun yang diterbitkan berdasarkan atau berhubungan dengan peringkat atau keputusan investasi lainnya) dan/atau opini atas nilai kewajiban efek utang dan/atau nilai entitas yang diberikan peringkat oleh PEFINDO. Semua data dan informasi yang diperoleh dalam proses pemeringkatan diperoleh dari pihak yang memerintahkan peringkatan yang dianggap dapat dipercaya keakuratan dan kebenarannya dan dari sumber lain yang dianggap dapat diandalkan. PEFINDO tidak melakukan audit, uji tuntas, atau verifikasi secara independen dari setiap informasi dan data yang diterima dan digunakan sebagai dasar dalam proses pemeringkatan. PEFINDO tidak bertanggung jawab atas kebenaran, kelengkapan, ketepatan waktu, dan keakuratan informasi dan data yang dimaksud. Keakuratan dan kebenaran informasi dan data menjadi tanggung jawab sepenuhnya dari pihak yang memberikan informasi dan data yang dimaksud. Peringkat bisa berubah di masa depan karena peristiwa yang belum diantisipasi sebelumnya pada saat peringkat diberikan pertama kali. PEFINDO berhak menarik peringkat jika data dan informasi yang diterima tidak memadai dan/atau perusahaan yang diperingkat tidak memenuhi kewajibannya kepada PEFINDO. PEFINDO dan setiap anggota Direksi, Komisaris, Pemegang Saham, serta Karyawannya tidak bertanggung jawab kepada pihak manapun atas segala kerugian, biaya-biaya, dan pengeluaran yang diderita atau timbul sebagai akibat penggunaan lui dan/atau informasi hasil pemeringkatan ini, baik secara langsung maupun tidak langsung. PEFINDO tidak memberikan keterangan atau pendapat bahwa dokumen yang dikeluarkan berdasarkan atau berhubungan dengan hasil pemeringkatan ini dapat dieksekusi atau dilaksanakan sesuai dengan ketentuannya."*

# Rencana Jangka Panjang Perusahaan (RJPP)

## LONG TERM PLAN OF THE COMPANY (RJPP)

### Strategy going forward

**2024 - 2025**

**Strengthening the Foundation**

1. Re-modelling Business Prosess & Standarization
2. Center of Excellence (CEO).
3. Minimize disparity of Health Workers.
4. Partnership (with Healtcare Global Player & SOE).
5. Sustainability Steward

**2026 - 2029**

**Development Phase**

1. Busines Development.
2. Center of Excellence (COE)
3. Collaboration with SOE Payer
4. Biofarma Collabs
5. IPO Completion

**2030 - 2034**

**Market Leader**

1. Physician & nursing talent readiness.
2. Expand the Network.
3. Global Player - Overseas hospital operations.
4. Research & Development.
5. Collaboration with SOE.

SIMGROUP

# 5

# Fungsi Penunjang Bisnis

## Business Supporting Function

**Seiring dengan perkembangan industri kesehatan, Pertamedika IHC memiliki beberapa diferensiasi produk yang disesuaikan dengan kebutuhan pasien serta dikelola oleh manajemen yang andal dan profesional.**

Along with the development of the health industry, Pertamedika IHC has several product differentiations that are tailored to patient needs and managed by reliable and professional management.

# PENGELOLAAN SUMBER DAYA MANUSIA

## HUMAN RESOURCES MANAGEMENT

Komitmen Pertamedika IHC dalam mencapai keberlanjutan bisnis jangka panjang didukung oleh adanya Sumber Daya Manusia (SDM) yang berkualitas dan memiliki kapabilitas tinggi serta peningkatan mutu layanan. Berdasarkan pada hal tersebut, Pertamedika IHC berfokus pada aspek-aspek tersebut agar dapat memberikan dukungan yang maksimal bagi tujuan kinerja Perusahaan serta memberikan kontribusi terbaik dalam penyediaan layanan kesehatan kepada pelanggan.

Komitmen Pengelolaan Sumber Daya Manusia pada Pertamedika IHC sebagai *holding operatorship* dari RS BUMN menuntut Pertamedika IHC untuk terus melakukan peningkatan terhadap kualitas SDM agar dapat menjadi *benchmark* bagi seluruh Rumah Sakit yang ada di bawah koordinasinya. Pertamedika IHC memahami sepenuhnya bahwa SDM merupakan aset penting dalam kelancaran aktivitas operasional serta pencapaian visi dan misi perusahaan.

Pesatnya persaingan usaha mendorong Pertamedika IHC untuk menetapkan pembangunan SDM sebagai unsur keunggulan utama Perusahaan. Pertamedika IHC memastikan bahwa semua Insan Pertamedika IHC yang diatur dalam pengelolaan rumah sakit/klinik yang diawasi oleh badan akreditasi rumah sakit/klinik. Dalam hal ini, badan akreditasi rumah sakit/klinik bertugas melakukan *assessment*

Pertamedika IHC's commitment to achieving long-term business sustainability is supported by the presence of quality and highly capable Human Resources (HR) as well as improving service quality. Based on this, Pertamedika IHC focuses on these aspects in order to provide maximum support for the Company's performance goals and provide the best contribution in providing health services to customers.

The commitment to Human Resource Management at Pertamedika IHC as the holding operatorship of BUMN Hospitals requires Pertamedika IHC to continue to improve the quality of human resources so that it can become a benchmark for all hospitals under its coordination. Pertamedika IHC fully understands that human resources are an important asset in the smooth running of operational activities and the achievement of the company's vision and mission.

Rapid business competition has encouraged Pertamedika IHC to establish human resource development as the Company's main element of excellence. Pertamedika IHC ensures that all Pertamedika IHC personnel who are managed in hospitals/clinics are supervised by the hospital/clinic accreditation body. In this case, the hospital/clinic accreditation body is tasked with carrying out an assessment of the hospital/

(penilaian) terhadap rumah sakit/klinik berdasarkan standar akreditasi yang berlaku, antara lain terkait penentuan jumlah dan spesifikasi tenaga serta fasilitas penunjang layanan yang harus dimiliki oleh sebuah rumah sakit/klinik.

## Visi dan Misi Pengelolaan Sumber Daya Manusia

### Visi:

"Menjadi bisnis partner strategic yang terbaik dalam menyiapkan SDM yang unggul, berkualitas, berwawasan global dan menginspirasi perubahan untuk mewujudkan Perusahaan Kesehatan bertaraf International"

### Misi:

1. Membangun potensi SDM yang berkualitas dan adaptif.
2. Menyiapkan SDM yang menguasai kemajuan teknologi di era digital.
3. Mengembangkan talenta bertaraf internasional.
4. Menciptakan role model yang mampu menginspirasi perubahan.

## Strategi dan Kebijakan Strategis Pengelolaan Sumber Daya Manusia

Strategi dan kebijakan strategis pengembangan SDM merupakan salah satu fokus utama Perusahaan untuk menjawab tantangan di industri layanan kesehatan. Perkembangan organisasi dan perubahan bisnis yang dinamis menjadikan pengelolaan SDM sebagai peran kunci yang mampu mendukung Perusahaan untuk mencapai visi dan misi Perusahaan. Perusahaan telah menyusun program strategis pengelolaan SDM yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Berikut penjelasan terkait program strategis dan pencapaiannya:

clinic based on applicable accreditation standards, including determining the number and specifications of personnel and service support facilities that a hospital/clinic must have.

## Vision and Mission of Human Resources Management

### Vision:

"To be the best strategic business partner in preparing excellent, quality human resources, with a global perspective and inspiring change to create an international standard health company".

### Mission:

1. Building quality and adaptive human resource potential.
2. Prepare human resources who master technological advances in the digital era.
3. Develop international standard talent.
4. Create role models who are able to inspire change.

## Human Resource Management Strategy and Policy

Strategic HR development strategies and policies are one of the Company's main focuses to answer challenges in the health services industry. Organizational developments and dynamic business changes make HR management a key role that is able to support the Company to achieve the Company's vision and mission. The company has prepared a strategic HR management program which is contained in the Company's Work Plan and Budget (RKAP). The following is an explanation of the strategic program and its achievements:

| No. | Program Strategis<br>Strategic Program | Dampak<br>Impact |
|---|---|---|
| 1 | ***Human Capital Readiness*: Pemenuhan Tenaga Medis & Penunjang untuk RS Eksisting & RS Baru seperti di Bali International Hospital dan RS Royal Biringkanaya.**<br>Human Capital Readiness: Fulfillment of Medical & Support Personnel for Existing Hospitals & New Hospitals such as Bali International Hospital and Royal Biringkanaya Hospital. | • **Peningkatan Pendapatan**<br>• Increased Revenue |
| 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*.**<br>Talent Development Program: Providing Leadership, Managerial & Core Competency programs, Scholarships (Undergraduate, Postgraduate and Doctoral levels) both at home and abroad, training and certification, as well as Internship & Fellowship programs. | • ***Top Talent* IHC**<br>• **Peningkatan Mutu Layanan (*Patient Experiences*)**<br>• **Profesionalisme**<br>• **Peningkatan Pendapatan**<br>• ***Brand Image***<br>• IHC Top Talent<br>• Improved Service Quality (Patient Experiences)<br>• Professionalism<br>• Increased Revenue<br>• Brand Image |
| 3 | ***Organizational*: Melakukan perbaikan struktur karir baik struktural dan fungsional, penyesuaian Desain Organisasi dan *Single Grade*, serta Standarisasi Kompensasi dan Benefit.**<br>Organizational: Carrying out improvements to both structural and functional career structures, adjustments to Organizational Design and Single Grade, as well as Standardization of Compensation and Benefits. | • **Membangun Kepercayaan**<br>• **Kompetitif Positif**<br>• **Citra *Brand***<br>• Building Trust<br>• Positive Competitive<br>• Brand Image |

| No. | Program Strategis<br>Strategic Program | Dampak<br>Impact |
|---|---|---|
| 4 | ***Corporate Culture Internalization Program*: Internalisasi & Implementasi AKHLAK melalui media komunikasi , program budaya dan *Empower Change Agent***<br>Corporate Culture Internalization Program: Internalization and Implementation of AKHLAK through communication media, cultural programs and Empower Change Agent | • **Produktivity**<br>• **Performance**<br>• **Engagement**<br>• Productivity<br>• Performance<br>• Engagement |
| 5 | ***General Affair Excellent*: Melakukan sentralisasi Sistem GA (Sarpras, Tenaga OS, dan lain-lain) berbasis digital dan melakukan *Reinforcement Tracking, Monitoring & Evaluation*.**<br>General Affair Excellent: Centralizing the digital-based GA System (Sarpras, OS Staff, etc.) and carrying out Reinforcement Tracking, Monitoring & Evaluation. | • **Efisiensi**<br>• **Akuntabilitas**<br>• **Citra Brand**<br>• Efficiency<br>• Accountability<br>• Brand Image |

## Struktur Organisasi Pengelola *Human Capital* di Pertamedika IHC

Organisasi yang kuat dan solid perlu didukung oleh pengelolaan *human Capital* yang baik serta diisi oleh orang-orang yang kompeten di bidangnya. Untuk mendukung hal tersebut, Perusahaan telah memiliki organisasi pengelolaan *Human Capital*, yaitu Divisi *Human Capital* dan *General Affair* (HCGA) yang berada di bawah Direktorat SDM dan Pengadaan. Berikut Struktur Organisasi Divisi HCGA

## Organizational Structure of Human Resource Management at Pertamedika IHC

A strong and solid organization needs to be supported by good human capital management and staffed by people who are competent in their fields. To support this, the Company has a Human Capital management organization, namely the Human Capital and General Affairs Division (HCGA) which is under the Human Capital and Procurement Directorate. The following is the Organizational Structure of HCGA Division

## Struktur Organisasi Divisi HCGA

Divisi HCGA dipimpin oleh Vice President HCGA yang didukung oleh 6 (enam) *Manager HC Strategic, Manager HC Operations, Manager HC Development and Management, Manager Culture and Change Management, Manager Assets Management*, serta *Manager General Affairs*. Adapun profil *Vice President* HCGA disampaikan pada Bab Profil Perusahaan, Laporan Tahunan ini..

## HCGA Division Organizational Structure

The HCGA Division is led by the HCGA Vice President who is supported by 6 (six) managers, namely Manager of HC Strategic, Manager of HC Operations, Manager of HC Development and Management, Manager of Culture and Change Management, Manager of Assets Management, and Manager of General Affairs. The profile of the HCGA Vice President is presented in the Company Profile Chapter of this Annual Report.

Medical Check up
IHC
IHC

# Fokus Langkah Strategis Divisi HCGA 2023

## FOCUS ON STRATEGIC STEPS OF THE 2023 HCGA DIVISION

Divisi HCGA memiliki fungsi yang sangat strategis bagi perusahaan dalam menyiapkan talent-talent organisasi sehingga perusahaan dapat berkembang sesuai dengan target perusahaan. Langkah strategis Divisi HCGA pada tahun 2023 adalah dengan pemenuhan talent readiness melalui pengembangan talent-talent melalui berbagai program di setiap level jabatan. Pengembangan talent di lingkungan Pertamedika IHC bukan hanya dilakukan untuk kebutuhan pemenuhan *skill* manajerial namun juga dilakukan untuk peningkatan *skill* kompetensi fungsional melalui program pemenuhan sertifikasi di berbagai bidang keilmuan.

Peningkatan kompetensi manajerial dilakukan secara bertahap di setiap jenjang jabatan struktural yang ada di lingkungan Pertamedika IHC. Pemenuhan kompetensi dilakukan kerja sama dengan institusi penyelenggara pendidikan manajemen maupun dengan institusi pendidikan seperti Universitas Gadjah Mada.

Untuk kompetensi dokter dan perawat telah dilakukan peningkatan kompetensi untuk dokter spesialis, subspesialis sesuai dengan kebutuhan *service of excellence* (COE) perusahaan. Untuk perawat dilakukan peningkatan pendidikan dari D3 menjadi S1 dan S2 demikian pula dengan para nakes lainnya. Pemenuhan tenaga dokter juga dipenuhi dengan memberikan beasiswa bagi dokter-dokter yang baru selesai pendidikan dari UNPAD dimana Pertamedika IHC telah bekerja sama dan sudah terpenuhi beberapa dokter spesialis di lingkungan Pertamedika IHC. Kerja sama dengan institusi pendidikan tahun 2023 bertambah untuk wilayah Sumatera dan Kalimantan yakni dengan Universitas Syiah Kuala Banda Aceh, Universitas Sumatra Utara dan Universitas Lambung Mangkurat. Kerja sama ini merupakan lanjutan program pemenuhan dokter spesialis dimana Pertamedika IHC bekerja sama dengan universitas-universitas terkemuka.

Sementara itu, Fungsi *Human Capital and General Affair* melalui fungsi Culture And Change Management terus meningkatkan *level living core value* AKHLAK di lingkungan Pertamedika IHC. Terdapat 5 (lima) *level culture* maturitas yang dimiliki yaitu *Awareness, Acceptance, Engagement, Commitment* dan *Ownership*, dengan beberapa parameter yang harus dicapai sebagai *indicator* dalam setiap *level*nya. Pada tahun 2023 Pertamedika IHC telah mencapai *level engagement*, hal ini ditunjukkan dengan hasil *Culture Maturity Assessment* baik di Korporat, 16 Unit Usaha dan 8 Anak Perusahaannya dengan score 342. Disamping itu upaya *monitoring* secara *one on one* dilakukan oleh Unit Usaha dan Anak Perusahaan guna mencapai target peningkatan *maturity level* budaya, hal ini tercermin dari capaian yang didapat tahun 2023 dimana RS Pertamina Balikpapan dan

The HCGA division has a very strategic function for the company in preparing organizational talents so that the company can develop in accordance with the company's targets. The HCGA Division's strategic step in 2023 is to fulfill talent readiness through developing talents through various programs at every position level. Talent development within Pertamedika IHC is not only carried out to fulfill managerial skills but is also carried out to improve functional competency skills through certification fulfillment programs in various scientific fields.

Increasing managerial competence is carried out in stages at each level of structural positions within Pertamedika IHC. Competency fulfillment is carried out in collaboration with institutions providing management education and with educational institutions such as Universitas Gadjah Mada.

For the competency of doctors and nurses, competency has been increased for specialist doctors and subspecialists in accordance with the company's service of excellence (COE) needs. For nurses, education has been increased from D3 to Bachelor Degree and Master Degree as well as for other health workers. Fulfillment of medical staff is also fulfilled by providing scholarships for doctors who have just completed their education from UNPAD where Pertamedika IHC has collaborated and several specialist doctors have been fulfilled within Pertamedika IHC. Collaboration with educational institutions in 2023 increased for the Sumatra and Kalimantan regions, namely with Syiah Kuala Universitas Banda Aceh, Universitas Sumatra Utara and Universitas Lambung Mangkurat. This collaboration is a continuation of the specialist doctor fulfillment program where Pertamedika IHC collaborates with leading universities.

Meanwhile, the Human Capital and General Affairs function through the Culture and Change Management function continues to increase the level of living core values AKHLAK within the Pertamedika IHC environment. There are 5 (five) levels of cultural maturity, namely Awareness, Acceptance, Engagement, Commitment and Ownership, with several parameters that must be achieved as indicators at each level. In 2023, Pertamedika IHC has reached the level of engagement, this is shown by the results of the Culture Maturity Assessment both in the Corporate, 16 Business Units and 8 Subsidiaries with a score of 342. Apart from that, one-on-one monitoring efforts are carried out by Business Units and Subsidiaries in order to achieve the target of increasing cultural maturity levels, this is reflected in the achievements obtained in 2023 which Pertamina Balikpapan

PT Nusantara Medika Utama yang menduduki posisi ke 4 dan ke 5 pada The Best Implementing AKHLAK level General Manager di lingkungan Pertamina (Persero).

Fungsi Strategic pada tahun 2023 berfokus pada pengembangan organisasi untuk mengantisipasi masuknya *strategic partner*. Standarisasi organisasi di lingkungan unit usaha Pertamedika IHC telah disusun berdasarkan *cluster* besaran rumah sakit. Hal ini sangat bermanfaat dalam proses *mobility* dan rencana pengembangan karir pekerja. Penyusunan struktur jenjang karir bagi fungsional dan struktural telah dilakukan dengan target adanya suatu pedoman sebagai dasar pengelolaan jenjang karir di Pertamedika IHC.

Dalam meningkatkan pengelolaan SDM menjadi lebih profesional HCGA pada tahun 2023 telah menyelesaikan Pedoman Pengelolaan SDM yang nantinya akan dipergunakan sebagai dasar untuk pengelolaan SDM di lingkungan Pertamedika IHC dan Anak Perusahaan.

Masuknya *strategic partner* mengharuskan pengelolaan aset secara lebih profesional dan dikelola sesuai dengan ketentuan perundang undangan yang berlaku. Ini merupakan isu sentral yang terjadi pada fungsi *Asset* saat ini mengingat pencatatan yang dilakukan masih belum sesuai dengan ketentuan yang ada. Hal ini mendorong percepatan pencatatan aset lebih baik di lingkungan Pertamedika IHC dan Anak Perusahan. Sebagai fungsi baru di lingkungan HCGA fungsi *Asset Management* tahun 2023 telah menghasilkan pedoman pengelolaan aset di lingkungan Pertamedika IHC dan Anak Perusahaan.

Proses sentralisasi pengadaan pada fungsi *General Affair* terus dilakukan pada prose pengadaan kendaraan dinas, seragam, pembuangan limbah dan *labor supply* (tenaga kerja *outsourcing*). Dalam upaya mendukung fungsi HCGA di setiap Anak Perusahaan, Divisi HCGA Pertamedika IHC secara rutin melakukan pertemuan dalam rangka konsolidasi agar proses transformasi di lingkungan HCGA dapat berjalan secara maksimal serta secara rutin melayani konsultasi bagi fungsi HCGA di setiap anak perusahaan dalam meningkatkan peran fungsi HCGA di anak perusahaan seperti standarisasi pedoman-pedoman, persiapan perundingan bersama serikat pekerja dalam penyusunan Perjanjian Kerja Bersama, penyusunan skala upah dan lain sebagainya.

Hospital and PT Nusantara Medika Utama occupy the 4th and 5th positions in The Best Implementing AKHLAK at General Manager level within Pertamina (Persero).

The Strategic Function in 2023 focuses on organizational development to anticipate the entry of strategic partners. Organizational standardization within the Pertamedika IHC business unit has been prepared based on hospital size clusters. This is very useful in the mobility process and workers' career development plans. The preparation of a functional and structural career path structure has been carried out with the target of having a guideline as a basis for managing career paths at Pertamedika IHC.

In improving HR management to become more professional, HCGA in 2023 has completed the HR Management Guidelines which will later be used as a basis for HR management within Pertamedika IHC and its Subsidiaries.

The entry of a strategic partner requires asset management to be more professional and managed in accordance with applicable statutory provisions. This is a central issue that occurs in the current Asset function considering that the recording carried out is still not in accordance with existing regulations. This encourages better acceleration of asset recording within Pertamedika IHC and its Subsidiaries. As a new function within the HCGA, the Asset Management function in 2023 has produced guidelines for asset management within Pertamedika IHC and its subsidiaries.

The process of centralizing procurement in the General Affairs function continues to be carried out in the procurement process for official vehicles, uniforms, waste disposal and labor supply (outsourced labor). In an effort to support the HCGA function in each subsidiary, the HCGA Division of Pertamedika IHC regularly holds meetings for consolidation so that the transformation process in the HCGA environment can run optimally and regularly provides consultations for the HCGA function in each subsidiary in increasing the role of the HCGA function in subsidiaries. companies such as standardizing guidelines, preparing collective bargaining with trade unions in preparing Collective Labor Agreements, preparing wage scales and so on.

# DEMOGRAFI KARYAWAN
## EMPLOYEES DEMOGRAPHICS

Informasi jumlah pekerja yang disampaikan terdiri dari jumlah pekerja Korporat dan Unit Usaha Pertamedika IHC, serta 8 (delapan) Anak Perusahaan. Pada tahun 2023, jumlah pekerja Perusahaan tercatat sebanyak 15.549 pekerja, terdiri dari 7.865 pekerja waktu tidak tertentu (PWTT) dan 3.834 pekerja waktu tertentu (PWT) serta 2.136 pekerja *project* dan 1.714 pekerja mitra, jumlah total pekerja meningkat 4,95 % dari tahun 2022 jumlah pekerja adalah 14.816 pekerja yang terdiri dari 8114 PWTT dan 2.805 PWT serta 1.621 pekerja project dan 2.276 pekerja mitra.

Berikut adalah informasi mengenai komposisi pekerja Perseroan berdasarkan status kepegawaian, fungsi, jenjang pendidikan, dan usia selama tahun 2023:

The information on the total employees submitted consists of the total employees of the Corporate and Pertamedika IHC Business Units, as well as 8 (eight) Subsidiaries. In 2023, the total Company employees were recorded at 15,549 workers, consisting of 7,865 unspecified time workers (PWTT) and 3,834 fixed time workers (PWT) as well as 2,136 project workers and 1,714 partner employees, the total employees increased by 4.95% from in 2022 the total employees will be 14,816 employees consisting of 8114 PWTT and 2,805 PWT as well as 1,621 project employees and 2,276 partner employees.

The following is information regarding the composition of the Company's employees based on employment status, function, education level and age during 2023:

### Komposisi Pegawai Berdasarkan Status Kepegawaian

### Employee Composition by Employment Status

| Status | 2023 | 2022 |
|---|---|---|
| **PWTT (Pekerja Tetap)**<br>PWTT (Permanent Employee) | 7.865 | 8.114 |
| **PWT (Pekerja Tidak Tetap)**<br>PWT (Contract Employee) | 3.834 | 2.805 |
| **Pekerja *Project***<br>Project Employee | 2.136 | 1.621 |
| **Mitra**<br>Partner | 1.714 | 2.276 |
| **Jumlah**<br>Total | 15.549 | 14.816 |

### Komposisi Pegawai Berdasarkan Fungsi

### Employee Composition by Function

| Fungsi<br>Function | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|
| | PWTT | PWT | *Project* | Mitra<br>Partner | PWTT | PWT | *Project* | Mitra<br>Partner |
| **Manajemen**<br>Management | 287 | 6 | 0 | 0 | 317 | 0 | 0 | 0 |
| **Medis**<br>Medics | 511 | 312 | 1.586 | 310 | 534 | 222 | 287 | 1.449 |
| **Keperawatan**<br>Nursing | 3.805 | 1.943 | 273 | 1.114 | 3.884 | 1.389 | 1.009 | 480 |
| **Penunjang Medis**<br>Medical Support | 1.649 | 962 | 164 | 123 | 1.711 | 725 | 127 | 206 |
| **Non-Medis**<br>Non-Medics | 1.613 | 611 | 113 | 167 | 1.668 | 469 | 198 | 141 |
| **Jumlah**<br>Total | 7.865 | 3.834 | 2.136 | 1.714 | 8.114 | 2.805 | 1.621 | 2.276 |

## Komposisi Pegawai Berdasarkan Jenjang Pendidikan

## Employee Composition by Education Level

| Jenjang Pendidikan<br>Educational level | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|
| | PWTT | PWT | *Project* | Mitra Partner | PWTT | PWT | *Project* | Mitra Partner |
| **Di bawah Diploma**<br>Below Associate's Degree | 675 | 208 | 41 | 23 | 815 | 230 | 55 | 25 |
| **Diploma**<br>Associate's Degree | 4.560 | 1.993 | 1.069 | 333 | 4.719 | 1.534 | 837 | 543 |
| **S1**<br>Bachelor's degree | 2.257 | 1.532 | 1.013 | 515 | 2.201 | 960 | 715 | 613 |
| **S2**<br>Masters's degree | 368 | 97 | 13 | 821 | 373 | 81 | 14 | 1.071 |
| **S3**<br>Doctorate Degree | 5 | 4 | 0 | 22 | 6 | 0 | 0 | 24 |
| **Jumlah**<br>Total | 7.865 | 3.834 | 2.136 | 1.714 | 8.114 | 2.805 | 1.621 | 2.276 |

## Komposisi Pegawai Berdasarkan Usia

## Employee Composition by Age

| Usia | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|
| | PWTT | PWT | *Project* | Mitra Partner | PWTT | PWT | *Project* | Mitra Partner |
| **<20 tahun** \| Years old | 0 | 6 | 4 | 2 | 6 | 12 | 4 | 4 |
| **21-25 tahun** \| Years old | 65 | 973 | 290 | 176 | 125 | 764 | 371 | 249 |
| **26-30 tahun** \| Years old | 960 | 1.747 | 847 | 391 | 1.302 | 1.285 | 784 | 528 |
| **31-35 tahun** \| Years old | 1.875 | 721 | 381 | 277 | 1.934 | 452 | 304 | 289 |
| **36-40 tahun** \| Years old | 1.470 | 218 | 111 | 282 | 1.572 | 157 | 88 | 282 |
| **41-45 tahun** \| Years old | 1.474 | 99 | 48 | 287 | 1.369 | 79 | 31 | 258 |
| **46-50 tahun** \| Years old | 1.238 | 43 | 21 | 165 | 1.052 | 29 | 24 | 127 |
| **51-55 tahun** \| Years old | 725 | 11 | 9 | 135 | 683 | 15 | 13 | 138 |
| **>56 tahun** \| Years old | 58 | 16 | 3 | 421 | 71 | 12 | 2 | 401 |
| **Jumlah**<br>Total | 7.865 | 3.834 | 1.714 | 2.136 | 8.114 | 2.805 | 1.621 | 2.276 |

## Komposisi Pegawai Berdasarkan *Gender*

## Employee Composition by Gender

| *Gender* | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|
| | PWTT | PWT | *Project* | Mitra Partner | PWTT | PWT | *Project* | Mitra Partner |
| **Laki-laki**<br>Male | 2.648 | 1.254 | 1.211 | 886 | 2.770 | 960 | 959 | 1.080 |
| **Perempuan**<br>Female | 5.217 | 2.580 | 925 | 828 | 5.344 | 1.845 | 662 | 1.196 |
| **Jumlah** | 7.865 | 3.834 | 2.136 | 1.714 | 8.114 | 2.805 | 1.621 | 2.276 |

# Komposisi Pegawai Pertamedika IHC dan Anak Perusahaan Tahun 2023

# Composition of Pertamedika IHC and Subsidiaries Employees in 2023

| Nama Rumah Sakit/ Perusahaan<br>Name of Hospital/Company | Direksi Non Perbantuan<br>Non-Assistant Directors | Perbantuan (termasuk Direksi)<br>Assistance (including Directors) | PWTT | PWT | *PROJECT* | MITRA<br>Partner | OS |
|---|---|---|---|---|---|---|---|
| PT Pertamina Bina Medika IHC | 4 | 5 | 2.215 | 927 | 954 | 1.542 | 1.759 |
| PT Nusantara Medika Utama | 0 | 2 | 830 | 526 | 153 | 23 | 408 |
| PT Nusantara Sebelas Medika | 1 | 3 | 510 | 416 | 185 | 0 | 370 |
| PT Krakatau Medika | 0 | 2 | 376 | 201 | 115 | 45 | 211 |
| PT Pelindo Husada Citra | 1 | 2 | 713 | 171 | 141 | 84 | 161 |
| PT Rolas Nusantara Medika | 0 | 2 | 361 | 246 | 72 | 0 | 133 |
| PT RS Pelni | 1 | 3 | 1.000 | 728 | 145 | 0 | 283 |
| PT RS Pelabuhan | 1 | 3 | 840 | 454 | 178 | 0 | 305 |
| PT Bakti Timah Medika | 0 | 4 | 1.020 | 71 | 138 | 20 | 137 |
| PT PBH | 0 | 3 | 0 | 94 | 55 | 0 | 0 |
| Jumlah | 8 | 29 | 7.865 | 3.834 | 2.136 | 1.714 | 3.767 |

# KEBIJAKAN REKRUTMEN DAN PENGEMBANGAN KOMPETENSI

## POLICY OF RECRUITMENT AND COMPETENCY DEVELOPMENT

Pertamedika IHC tetap konsisten memberikan perhatian yang besar dalam pengelolaan dan pengembangan SDM, mulai dari proses rekrutmen, pengembangan kompetensi yang berkelanjutan, menciptakan lingkungan kerja yang kondusif, serta memperhatikan kesejahteraan para pekerja. Dalam upaya komitmen pengembangan kompetensi SDM, Pertamedika IHC memberikan fasilitas setiap individu mengikuti berbagai bentuk pelatihan dan pendidikan. Tahun 2023 merupakan tahun persiapan bagi Pertamedika IHC untuk dapat bersinergi dengan *strategic partner* guna pengembangan perusahaan sehingga dapat bersaing di dunia global.

Pertamedika IHC continues to consistently pay great attention to the management and development of human resources, starting from the recruitment process, sustainable competency development, creating a conducive work environment, and paying attention to the welfare of workers. In an effort to commit to developing human resource competencies, Pertamedika IHC provides facilities for each individual to participate in various forms of training and education. 2023 was a preparation year for Pertamedika IHC to be able to synergize with strategic partners to develop the company so that it can compete in the global world.

### Kegiatan Pengembangan Kompetensi Tahun 2023

Di tahun 2023, Perseroan telah memenuhi kebutuhan kompetensi dalam mendukung operasional Pertamedika IHC, peningkatan kompetensi dilakukan dengan menyelenggarakan program pendidikan dan pelatihan berbasis kompetensi, serta sertifikasi yang merupakan mandatori dari ketentuan yang ada di dalam operasional Rumah Sakit baik untuk tenaga medis, keperawatan, dan penunjang medis serta non medis lainnya.

### Competency Development Activities in 2023

In 2023, the Company has met competency requirements in supporting Pertamedika IHC operations, increasing competency is carried out by organizing competency-based education and training programs, as well as certification which is mandatory from existing provisions in hospital operations for medical, nursing and other medical and non-medical support personnel.

| Program Pelatihan/Pendidikan<br>Training/Education Program | Jumlah Peserta<br>Total Participants | Keterangan<br>Description |
|---|---|---|
| **Dokter Spesialis**<br>Specialist Doctor | 4 | **Tugas Belajar/Swadana**<br>Study Assignment/Self-funded |
| **Dokter Sub Spesialis**<br>Sub Specialist Doctor | 1 | **Tugas Belajar**<br>Study Assignment |
| ***Fellowship*** | 4 | **Tugas Belajar**<br>Study Assignment |
| **S2 Manajemen & Umum**<br>Master's Degree of Management & General Affairs | 28 | **Tugas Belajar/Swadana**<br>Study Assignment/Self-Funding |
| **S1 Keperawatan**<br>Bachelor's Degree of Nursing | 16 | **Tugas Belajar**<br>Study Assignment |
| **S2 Keperawatan**<br>Master's Degree of Nursing | 3 | **Swadana**<br>Self-funding |
| **S1 Penunjang Medis & Non-Medis**<br>Bachelor's Degree in Medical & Non-Medical Support | 1 | **Swadana**<br>Self-funding |
| **D3 Farmasi**<br>Diploma of Pharmacy | 0 | **Swadana**<br>Self-funding |

**Program Pengembangan Kompetensi Leadership Tahun 2023**
Leadership Competency Development Program in 2023

| Program Pengembangan Leadership<br>Leadership Development Program | Batch | Peserta<br>Participant |
|---|---|---|
| ***Executive Development Program*** **(EDP)** | 6 | 253 |
| ***Professional Development Program*** **(PDP)** | 1 | 42 |
| ***Leadership Management Program*** **(LMP)** | 3 | 51 |

**Program Pelatihan Berdasarkan Fungsi Tahun 2023**
Training Program by Functions in 2023

| Jenis Pelatihan<br>Training Type | Peserta<br>Participant |
|---|---|
| ***IHC Medical Forum*** | 1128 |
| ***IHC Nursing Forum & Nurse Day*** | 2390 |
| **Sertifikasi Kompetensi**<br>Competency Certification | 2054 |
| **Pelatihan Medis & Non Medis**<br>Medical & Non-Medical Training | 17384 |
| **Jumlah**<br>Total | 22956 |

## Hubungan Industrial

Perseroan memiliki komitmen yang kuat untuk membangun dan memelihara hubungan industrial yang dilakukan dengan menjaga hubungan kerja yang baik, sehat, dan harmonis antara Manajemen, Karyawan, dan Serikat Pekerja. Jalinan hubungan yang baik dan harmonis dari Hubungan Industrial tersebut memiliki tujuan akhir untuk meningkatkan produktivitas dan kesejahteraan karyawan dan Perseroan. Perseroan menempatkan Serikat Pekerja sebagai mitra strategis untuk menjalankan strategi dan kebijakan dalam mencapai pertumbuhan usaha yang berkelanjutan.

Serikat Pekerja (SP) Pertamedika IHC telah terbentuk sejak tahun 2001 dan terdaftar di Departemen Tenaga Kerja Jakarta Selatan dengan No. 06/V/P/2001 tanggal 9 Maret 2001. Hal tersebut membuktikan bahwa bahwa proses komunikasi dan kerja sama yang dibangun antara Manajemen dan Serikat Pekerja telah berjalan dengan baik.

Serikat Pekerja Pertamedika IHC memiliki beberapa 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).
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).

## Industrial Relations

The Company has a strong commitment to building and maintaining industrial relations which is carried out by maintaining good, healthy and harmonious working relations between Management, Employees and Labor Unions. The good and harmonious relationship of Industrial Relations has the ultimate goal of increasing the productivity and welfare of Employees and the Company. The company places the Labor Union as a strategic partner to carry out strategies and policies in achieving sustainable business growth.

The Pertamedika IHC Workers Union (SP) has been formed since 2001 and is registered with the South Jakarta Manpower Department with No. 06/V/P/2001 dated March 9, 2001. This proves that the communication and cooperation process built between Management and the Labor Union has gone well.

The Pertamedika IHC Labor Union has several branches, as follows:

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 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 Serikat Pekerja Rumah Sakit Pertamina Plaju (SP RSPPlaju).
10. DPC Serikat Pekerja Rumah Sakit Pertamina Sorong (SP RSPSorong).

Serikat Pekerja Pertamedika IHC dikelola oleh pekerja yang tidak menduduki jabatan tertentu yang berpotensi menimbulkan benturan kepentingan antara Pertamedika IHC dengan Serikat Pekerja Pertamedika IHC. 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 2023, SP Pertamedika diketuai oleh Bapak Gimbong Budhi Bakhtera yang tercatat sebagai pekerja Pertamedika IHC.

## Rencana, Strategi, dan Kebijakan SDM 2024

Rencana, strategi, dan kebijakan Perseroan dalam pengelolaan Sumber Daya Manusia diarahkan untuk meningkatkan kualitas pelayanan di setiap unit bisnis Perseroan sesuai dengan harapan para Pemangku Kepentinga, maka Perseroan menyusun rencana, strategi, dan kebijakan pengelolaan SDM untuk tahun 2024, sebagai berikut:

1. Implementasi Jenjang Karir Fungsional Keperawatan dan Tenaga Kesehatan lainya;
2. *Talent Development Acceleration* (*Managerial* dan Fungsional);
3. Sentralisasi Pengadaan GA;
4. Standarisasi Pedoman Pengelolaan Aset;

9. DPC Pertamina Plaju Hospital Labor Union (SP RSP Plaju).
10. DPC Pertamina Sorong Hospital Labor Union (SP RSP Sorong).

The Pertamedika IHC Labor Union is managed by workers who do not hold certain positions, which has the potential to cause a conflict of interest between Pertamedika IHC and the Pertamedika IHC Workers Union. What is meant by positions that have conflicts are Vice President, Corporate Secretary, Chief of Internal Audit, Managers, Unit Directors/KSO/Head of Foundations, 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. Until the end of 2023, SP Pertamedika is chaired by Mr. Gimbong Budhi Bakhtera who is registered as a Pertamedika IHC employee.

## HR Plans, Strategies and Policies 2024

The Company's plans, strategies and policies in managing Human Resources are directed at improving the quality of service in each of the Company's business units in accordance with the expectations of Stakeholders, so the Company has prepared HR management plans, strategies and policies for 2024, as follows:

1. Implementation of Functional Career Paths for Nursing and other Health Workers;
2. Talent Development Acceleration (Managerial and Functional);
3. Centralization of GA Procurement;
4. Standardization of Asset Management Guidelines;

# TEKNOLOGI INFORMASI
## INFORMATION TECHNOLOGY

Teknologi Informasi (TI) dibangun selaras dengan Visi Pertamedika IHC yaitu Membangun Korporasi Kesehatan Indonesia untuk Mewujudkan Ketahanan Kesehatan Nasional. Teknologi informasi Perseroan diarahkan untuk menjadi tulang punggung dalam penyediaan layanan kesehatan yang berkualitas, meningkatkan jaringan dan skala, mengembangkan kapabilitas dan inovasi, serta integrasi dan sinergi demi membangun ekosistem sektor Kesehatan nasional

Oleh karena itu, Pertamedika IHC sebagai *Holding* Rumah Sakit BUMN menetapkan tata kelola teknologi informasi yang efektif, menyusun dan melakukan evaluasi secara berkala, menyusun master plan teknologi informasi yang berfungsi sebagai pedoman pemanfaatan, serta pengembangan teknologi informasi untuk mendorong pencapaian Visi Perseroan.

Information Technology (IT) was built in line with Pertamedika IHC's Vision, namely Building an Indonesian Health Corporation to Realize National Health Resilience. The Company's information technology is directed to become the backbone in providing quality health services, increasing networks and scale, developing capabilities and innovation, as well as integration and synergy in order to build a national health sector ecosystem.

Therefore, Pertamedika IHC as a BUMN Hospital Holding establishes effective information technology governance, prepares and carries out regular evaluations, prepares an information technology master plan which functions as a guide for utilization, and develops information technology to encourage the achievement of the Company's Vision.

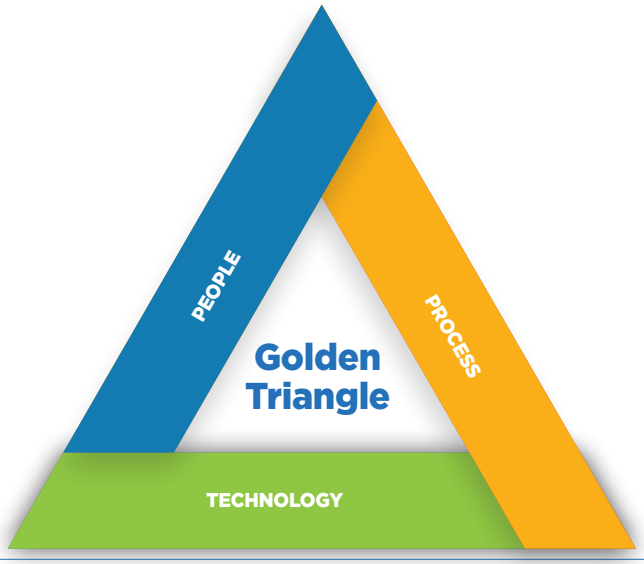
### Sistem Teknologi Informasi Pertamedika IHC

Pengembangan Sistem Teknologi Informasi (TI) mengacu pada konsep *Golden Triangle* yang terdiri dari tiga aspek utama, yaitu *People, Process*, dan *Technology* (PPT). Penerapan sistem teknologi informasi yang seimbang antara *people, process* dan *technology* diharapkan mendorong terwujudnya layanan kesehatan yang berkualitas, unggul, dan berdaya saing, yang pada akhirnya memberikan nilai tambah Perseroan untuk semua Pemangku Kepentingan.

### Pertamedika IHC Information Technology System

Information Technology (IT) System Development refers to the Golden Triangle concept which consists of three main aspects, namely People, Process and Technology (PPT). The implementation of a balanced information technology system between people, process and technology is expected to encourage the realization of quality, excellent and competitive health services, which ultimately provides added value to the Company for all Stakeholders.

***Golden Triangle***



Kerangka *Golden Triangle* menekankan pentingnya keseimbangan 3 (tiga) aspek tersebut dalam penerapan Sistem TI di suatu Perseroan. Pada aspek *people*, Perseroan secara berkesinambungan melakukan peningkatan kapabilitas dan kapasitas aspek *people* atau *Human Capital* agar mampu beradaptasi terhadap perkembangan teknologi yang diterapkan oleh Perseroan sehingga pada akhirnya mendorong efektivitas Perseroan dalam proses pengambilan keputusan yang berkaitan dengan aktivitas operasional Perusahaan.

Pada aspek Teknologi, Perseroan terus melakukan inovasi layanan kesehatan yang berbasis pada digital, seperti aplikasi *OneSystem, I-AM, Medical Checkup Online, Data Center* dan *Data Recovery Center (DC-DRC),* sistem *e-Correspondence (e-Corr)*, dan lain-lain.

Sementara pada aspek Process, Perseroan telah memberlakukan Pedoman Tata Teknologi Informasi atau IT *Governance* serta IT *Masterplan* yang menjadi acuan dalam pengembangan Sistem TI di seluruh lingkup operasional Pertamedika IHC.

## *IT Strategic Plan* Pertamedika IHC

Pertamedika IHC telah menyusun IT Strategic Plan atau Rencana Strategis Teknologi Informasi yang menjadi acuan dalam pengembangan dan pemanfaatan teknologi informasi untuk mendorong terwujudnya Visi dan Misi Perseroan. Melalui *IT Strategic Plan*, maka diharapkan teknologi informasi dapat didayagunakan dengan tepat dan cukup. Tepat dalam artinya teknologi yang digunakan dapat mendukung kegiatan bisnis Perseroan, sementara cukup memiliki arti bahwa pendayagunaan teknologi berjalan efektif dan efisien.

*IT Strategic Plan* disusun berdasarkan dengan tujuan untuk mendukung target objektif dari Pertamedika IHC, yaitu mewujudkan ketahanan kesehatan nasional melalui skala, *world-class service*, dan operational *excellence*.

Dengan demikian, visi dari pemanfaatan teknologi informasi, adalah, "Membangun IT Korporasi untuk meningkatkan Layanan dan Ketahanan Kesehatan Nasional", dengan fokus utama, yaitu IT Korporasi dengan skala besar, IT Korporasi dengan konsep *world class services,* dan IT Korporasi dengan mengedepankan *operational excellence*.

Sementara itu, selaras dengan Inisiatif Strategis bisnis Pertamedika IHC, maka dipetakan pula 6 (enam) sasaran strategi IT Pertamedika IHC, yaitu:

1. *One Integrated System.*
2. *Lean IT Management.*
3. *Real Time Monitoring & Decision Support System.*
4. *Innovative Healthcare Services.*
5. *World Class Infrastructure.*
6. *Big Data Implementation.*

The Golden Triangle framework emphasizes the importance of balancing these 3 (three) aspects in implementing IT systems in a company. In the people aspect, the Company continuously improves the capability and capacity of the people aspect or Human Capital so that it is able to adapt to technological developments implemented by the Company, thereby ultimately encouraging the Company's effectiveness in the decision-making process relating to the Company's operational activities.

In the technological aspect, the Company continues to innovate digital-based health services, such as the OneSystem application, I-AM, Online Medical Checkup, Data Center and Data Recovery Center (DC-DRC), e-Correspondence system (e-Corr), and etc.

Meanwhile, in the Process aspect, the Company has implemented Information Technology Guidelines or IT Governance as well as an IT Masterplan which is a reference in developing IT Systems throughout Pertamedika IHC's operational scope.

## Pertamedika IHC IT Strategic Plan

Pertamedika IHC has prepared an IT Strategic Plan or Information Technology Strategic Plan which is a reference in developing and utilizing information technology to encourage the realization of the Company's Vision and Mission. Through the IT Strategic Plan, it is hoped that information technology can be utilized appropriately and adequately. Appropriate means that the technology used can support the Company's business activities, while sufficient means that the use of technology is effective and efficient.

The IT Strategic Plan was prepared based on the aim of supporting the objective targets of Pertamedika IHC, namely realizing national health resilience through scale, world-class service and operational excellence.

Thus, the vision of the use of information technology is, "Building Corporate IT to improve National Health Services and Resilience", with the main focus, namely Corporate IT on a large scale, Corporate IT with the concept of world class services, and Corporate IT by prioritizing operational excellence.

Meanwhile, in line with the Pertamedika IHC Business Strategic Initiative, 6 (six) Pertamedika IHC IT strategy targets were also mapped, namely:

1. One Integrated System.
2. Lean IT Management.
3. Real Time Monitoring & Decision Support System.
4. Innovative Healthcare Services.
5. World Class Infrastructure.
6. Big Data Implementation.

## Teknologi Informasi *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.

## Information Technology Roadmap

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

| 2020 | 2021 | | 2023 | 2024 |
|---|---|---|---|---|
| ***Develop Integrated Platform & Services*** | | ***Big Data Implementation*** | ***IT Innovative with Value Creation*** | ***Stimulate IT Innovation*** |
| • ***Data Collection***<br>• ***Implementation One Integrated System Pilot Project***<br>• ***Develop IT Governance & IT Shared Services***<br>• **Infrastructure Procurement & Implementation** | • ***Roll out integrated information System***<br>• ***Add Mobile Application Features***<br>• ***Implement Integrated Sensor & Device***<br>• ***Implement Telemedicine***<br>• ***Implement BI & Real Time Dashboard*** | • ***Crawl Unstructured Data from Internet***<br>• ***Enrich Decision Support System & Monetizing Big Data***<br>• ***Improve Knowledge, Configuration, Capacity Management***<br>• ***Improve IoT & Telemedicine for Digital Ecosystem***<br>• ***Implement BI & Real Time Dashboard***<br>• ***Improve IT Continuity Plan*** | • ***Improve Digital Healthcare Ecosystem & Community***<br>• ***Improve IoT & Big Data***<br>• ***Define New HealthcareServices with IT*** | • ***Research and Implement Autonomous Machine / Robot / Smart Device***<br>• ***Implement IT DevOps*** |

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 *kontrol* terpusat dalam lingkungan Pertamedika IHC.
2. *Intranet Connectivity*
   a. SD-WAN
      Menjadikan jaringan Pertamedika IHC sebagai Intranet untuk mempertimbangkan keamanan transaksi data serta diaktifkan UTM License (*security*) dengan koneksi internet apapun (*load balance single gateway*).
   b. *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.*
   c. 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.
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).

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

2. Intranet Connectivity
   a. SD-WAN
      Making the Pertamedika IHC network an Intranet to consider the security of data transactions and activate the UTM License (security) with any internet connection (load balance single gateway).

   b. Internet Backup
      Internet backup will be provided throughout Indonesia, main internet is mandatory but internet backup is optional (you can provide it yourself at each Pertamedika hospital as long as it has a public (static) IP and is connected to an SD-WAN that has been setup.
   c. 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.
3. Centralized Managed Services
   The solution consists 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 and AP Hospitals).

*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*
   a. Antivirus 3000 *License.*
   b. *Firewall (Data Center).*
   c. SD-WAN (*Support* Optimalisasi Internet & *Security*).

## *IT Architecture* Pertamedika IHC

Arsitektur IT (*IT Architecture*) adalah cetak biru yang menerjemahkan strategi Perseroan menjadi rancangan sistem informasi. Arsitektur IT dibuat berdasarkan strategi Perseroan. Melalui pemahaman terhadap setiap strategi, maka arsitektur dapat dibuat dalam bentuk cetak biru, yang kemudian menjadi landasan dalam pengembangan sistem informasi.

Arsitektur IT disusun dengan berorientasi pada kebutuhan bisnis. Perencanaan dibangun dengan mendefinisikan arsitektur data, aplikasi dan infrastruktur dalam implementasi sistem informasi untuk mendukung strategi dan proses bisnis Pertamedika.

### *Data Architecture*

Data *architecture* (arsitektur data) adalah model, kebijakan, aturan, atau standar yang mengatur data mana yang dikumpulkan, dan bagaimana data itu disimpan, diatur, dan digunakan dalam sistem basis data dan atau dalam suatu organisasi. Adapun sumber data yang menjadi dasar penyusunan *data achitecture* Pertamedika IHC, adalah *Patient, Physicians, Nurse, Laboratory Medical Tools/ Equipment/ Sensors, Pharmacy, Partner, Supplier & Vendor, Stakeholder, Social Media and Communities*.

### *Application Architecture*

*Application Architecture* Pertamedika terdiri dari:

1. *Supply Chain Management System*
   Aplikasi ini berkaitan dengan proses *supply chain* di pertamedika. Aplikasi ini memiliki beberapa fungsi sebagai berikut:
   a. *Demand Planning.*
   b. *Master Planning.*
   c. *Inventory & Warehouse.*
   d. *Distribution Planning.*
   e. *Transportation Management.*
2. *Hospital Management System*
   Aplikasi ini berkaitan dengan proses bisnis rumah sakit sebagai layanan bisnis utama di pertamedika. Aplikasi ini memiliki beberapa fungsi sebagai berikut:
   a. *Health Engagement to Experience.*
   b. *Patient Diagnosis to Recovery.*
   c. *Healthcare Provider Admission to Cash.*
   d. *Health Data to Insight.*
3. *Product Management System*
   Aplikasi ini berkaitan dengan proses bisnis layanan bisnis selain layanan rumah sakit di pertamedika. Aplikasi ini berfungsi untuk berbagai layanan seperti:

ICT Operation Center: Collaborating NOC, Monitoring System, Call Center, Ticketing Support and Support Team to collaborate into a work system that can help hospital operational support in handling ICT problems, disruptions and incidents.

5. Cyber Security Resilience Program
   a. Antivirus 3000 License.
   b. Firewall (Data Center).
   c. SD-WAN (Internet Optimization & Security Support).

## IT Architecture Pertamedika IHC

IT Architecture (IT Architecture) is a blueprint that translates company strategy into information system design. IT architecture is created based on company strategy. Through understanding each strategy, architecture can be created in the form of a blueprint, which then becomes the basis for developing information systems.

IT architecture is structured to be oriented towards business needs. Planning is built by defining data architecture, applications and infrastructure in implementing information systems to support Pertamedika's strategy and business processes.

### Data Architecture

Data architecture is a model, policy, rule, or standard that regulates which data is collected, and how that data is stored, organized, and used in a database system and/or within an organization. The data sources that are the basis for compiling Pertamedika IHC architecture data are Patients, Physicians, Nurses, Laboratory Medical Tools/Equipment/Sensors, Pharmacy, Partners, Suppliers & Vendors, Stakeholders, Social Media and Communities.

### Application Architecture

Pertamedika Application Architecture consists of:

1. Supply Chain Management System
   This application is related to the supply chain process at Pertamedika. This application has several functions as follows:
   a. Demand Planning.
   b. Master Planning.
   c. Inventory & Warehouse.
   d. Distribution Planning.
   e. Transportation Management.
2. Hospital Management System
   This application is related to hospital business processes as the main business service at Pertamedika. This application has several functions as follows:
   a. Health Engagement to Experience.
   b. Patient Diagnosis to Recovery.
   c. Healthcare Provider Admission to Cash.
   d. Health Data to Insight.
3. Product Management System
   This application relates to business services business processes other than hospital services at Pertamedika. This application works for various services such as:

a. *Daycare.*
b. *OHIH.*
c. *Manage Services.*
d. *Dan layanan lainnya.*

4. *Enterprise Management System*
   Aplikasi ini berkaitan dengan proses pendukung bisnis Pertamedika. Aplikasi ini memiliki beberapa fungsi sebagai berikut:
   a. *Human Resources.*
   b. *Financial & Asset.*
   c. *Sourcing & Procurement.*

Pertamedika IHC juga menggunakan pendekatan SAP (*systems Applications and Products in Data Processing*) Industri Portofolio di bidang *Healthcare*, di mana pada *best practice* ini telah mengidentifikasi kebutuhan aplikasi dan layanan di bidang kesehatan.

### *IT Infrastructure*

*IT Infrastructure* atau Infrastruktur Teknologi Informasi dipersiapkan untuk mendukung implementasi dan operasional sistem informasi yang akan berjalan. Beberapa hal infrastruktur yang dipersiapkan antara lain.

### *End Point Infrastructure*

*End Point Infrastructure* adalah segala macam perangkat yang berhubungan langsung dengan pengguna sistem, termasuk didalamnya perangkat komputer, perangkat *mobile*, kiosk, dan perangkat sejenisnya.

### *Application Tools*

*Application Tools* adalah perangkat aplikasi yang berhubungan dengan pengembangan, operasional dan pemeliharaan sistem informasi.

### *Integrated Platform*

*Integrated Platform* adalah *platform* untuk melakukan integrasi antar aplikasi, baik itu dengan aplikasi internal maupun aplikasi eksternal. Integrasi dapat dilakukan di *level database*, *level file folder*, pengiriman pesan antar aplikasi, atau hal lainnya yang disepakati sebelumnya antar pengembang dan pelaksana operasional aplikasi.

### *Network*

*Network* adalah jaringan dari sistem komunikasi data yang melibatkan sebuah atau lebih system komputer yang dihubungkan dengan jalur transmisi alat komunikasi membentuk satu sistem.

### Data Center (DC) & *Disaster Recovery Center* (DRC)

*Data Center* (DC) merupakan bangunan atau gedung khusus yang digunakan untuk menyimpan perangkat jaringan dan server, serta melakukan interkoneksi perangkat dan server tersebut ke jaringan Internet publik maupun *private*.
Disaster Recovery Center (DRC) merupakan tempat server cadangan/*backup* disimpan yang dapat dioperasikan & digunakan apabila server utama sewaktu waktu mengalami gangguan.

### *Common System*

*Common System* adalah sistem atau aplikasi IT yang bersifat layanan umum yang digunakan untuk berbagai kepentingan

a. Daycare.
b. OHIH.
c. Manage Services.
d. and other services.

4. Enterprise Management System
   This application is related to Pertamedika's business support processes. This application has several functions as follows:
   a. Human Resources.
   b. Financial & Assets.
   c. Sourcing & Procurement.

Pertamedika IHC also uses the SAP (systems Applications and Products in Data Processing) Portfolio Industry approach in the Healthcare sector, where this best practice has identified application and service needs in the health sector.

### IT Infrastructure

IT Infrastructure or Information Technology Infrastructure is prepared to support the implementation and operation of information systems that will run. Some of the infrastructure things that have been prepared include.

### End Point Infrastructure

End Point Infrastructure is all kinds of devices that are in direct contact with system users, including computers, mobile devices, kiosks, and similar devices.

### Application Tools

Application Tools are application tools related to the development, operation and maintenance of information systems.

### Integrated Platform

Integrated Platform is a platform for integrating between applications, both with internal applications and external applications. Integration can be carried out at the database level, file folder level, sending messages between applications, or other things agreed in advance between developers and application operational implementers.

### Network

A network is a network of data communication systems that involves one or more computer systems connected by communication equipment transmission lines to form one system.

### Data Center (DC) & Disaster Recovery Center (DRC)

Data Center (DC) is a special building or building used to store network devices and servers, as well as interconnect these devices and servers to public and private Internet networks.
The Disaster Recovery Center (DRC) is a place where backup/backup servers are stored which can be operated & used if the main server experiences a problem at any time.

### Common Systems

Common System is an IT system or application that is a general service that is used for various purposes in company

dalam operasional Perseroan seperti *email*, *file sharing*, dan printer.

### *Sensor & Peripherals*

*Sensors & Peripherals* adalah perangkat yang digunakan untuk mendeteksi perubahan besaran fisik seperti tekanan, gaya, besaran listrik, cahaya, gerakan, kelembaban, suhu, kecepatan dan fenomena-fenomena lingkungan lainnya.

### Security

Dengan berjalannya sistem informasi dan semakin banyak data yang dikelola, maka dibutuhkan *Security Management System* untuk memastikan bahwa transaksi yang berjalan dan data yang dikelola aman dari segala bentuk pencurian dan perusakan.

### *System Management Services*

*System Management Services* adalah perangkat yang digunakan untuk mengelola sistem yang sudah berjalan, dan melakukan perubahan serta optimasi dari setiap perangkat dan sistem yang digunakan. Implementasi Infrastruktur IT selain untuk mendukung sistem yang sudah berjalan dan akan dibangun, juga untuk mendukung penerapan *Next Generation Technology* yang dapat diimplementasikan di Pertamedika.

operations such as email, file sharing, and printers.

### Sensors & Peripherals

Sensors & Peripherals are devices used to detect changes in physical quantities such as pressure, force, electrical quantities, light, movement, humidity, temperature, speed and other environmental phenomena.

### Security

As information systems progress and more and more data is managed, a Security Management System is needed to ensure that ongoing transactions and managed data are safe from all forms of theft and destruction.

### System Management Services

System Management Services are tools used to manage systems that are already running, and make changes and optimizations to each device and system used. Implementation of IT infrastructure is not only to support systems that are already running and will be built, but also to support the implementation of Next Generation Technology which can be implemented at Pertamedika.

Adapun realisasi pengembangan infrastruktur Teknologi Informasi di tahun 2023, adalah sebagai berikut:

1. *Mandatory* : Kegiatan Operasional Rutin – *Existing*
   a. *Networking Monitoring System*
      i) Meningkatkan efisiensi kerja dengan *monitoring* dan *alarm system* pada kendala jaringan.
      ii) Meningkatkan *automation* koordinasi pada pihak ke-3 (tiga) dalam pelayanan jaringan.

The realization of Information Technology infrastructure development in 2023 is as follows:

1. Mandatory: Routine Operational Activities – Existing
   a. Network Monitoring System
      i) Increase work efficiency with monitoring and alarm systems for network problems.
      ii) Increase automation coordination for 3rd parties in network services.

iii) Meningkatkan dukungan kualitas penanganan masalah jaringan dan server dalam penyelesaian masalah.

b. Standarisasi Jaringan
   i) Meningkatkan kapabilitas dan kemampuan jaringan di Pertamedika IHC.
   ii) Membuka jalur komunikasi antar rumah sakit untuk dapat bertukar data.
   iii) Mengurangi tingkat *vulnerability* pada jaringan dengan *single gateway* internet se-Indonesia.
   iv) Melalui program kerja : Standarisasi Jaringan, Sewa *Switch*, Instalasi Jaringan *Switching* Perangkat Aktif.
c. Standarisasi *Backup Server* Pembuatan *Data Center & Disaster Recovery Center*
   i) Mengimplementasikan infrastruktur dalam upaya sentralisasi dan keamanan data.
   ii) Meningkatkan tingkat *redundancy* terhadap layanan.
d. *Virtualisasi Server*
   i) Mensimplifikasi pengelolaan *server* pada operasional.
   ii) Menurunkan tingkat *downtime server* pada *level hardware* dalam hal *maintenance* dan *update patch.*
   iii) Melalui program kerja : Penyimpanan Data Medis *Google Cloud for* OSS ODOO dan Penyimpanan Data Medis Google API *Healthcare* for *Data Analytics.*
e. Pengadaan Terpusat *Seat Management* (Sewa Pakai PC Notebook AIO)
   i) Bagian dari program standarisasi perangkat di Pertamedika IHC.
   ii) Meningkatkan spesifikasi *tools* untuk menunjang produktivitas di Pertamedika IHC.
   iii) Menurunkan tingkat penggunaan *software* ilegal / bajakan pada lingkungan Pertamedika IHC.

2. *Ongoing project* akhir tahun 2022
   a. Optimalisasi Layanan *Call Center* 37 RS (inc Bali Makassar).
   b. Risiko Aplikasi Bajakan *Other Licensed.*
   c. *Backup* Jaringan Internet.
   d. Pengawasan IT Operation NOC (*Network Operating Center*).
3. Standarisasi *Workspace* Pertamina
   a. Laptop AIO *Seat Management* (Laptop, AIO).
   b. MPS (*Managed Printing Service*).
   c. HCI (*hyper converged infrastructure*).
   d. IHC *Office* 3000 *user inc maintenance.*
   e. *Licensed Microsoft 3000 License.*
   f. *P-Office.*
4. *Optional New Capability Smart Hospital IT Plan for* Bali *International Hospital*
   a. *Intelligence Campus.*
   b. *Communication Equipment* (*Nurse Call, Emergency Code*, CSSD).
   c. *Asset Tracking* (RFID, *Smart Tablet*, *Barcode*).

iii) Improve quality support for handling network and server problems in resolving problems.

b. Network Standardization
   i) Increasing network capabilities and capabilities at Pertamedika IHC.
   ii) Open communication lines between hospitals to exchange data.
   iii) Reducing the level of vulnerability in the network with a single internet gateway throughout Indonesia.
   iv) Through work programs: Network Standardization, Switch Rental, Active Device Switching Network Installation.
c. Standardization of Backup Servers for Creating Data Centers & Disaster Recovery Centers
   i) Implement infrastructure to centralize and secure data.
   ii) Increase the level of redundancy for services.
d. Server Virtualization
   i) Simplify server management in operations.
   ii) Reducing the level of server downtime at the hardware level in terms of maintenance and patch updates.
   iii) 3) Through work programs: Google Cloud Medical Data Storage for OSS ODOO and Google API Healthcare Medical Data Storage for Data Analytics.
e. Centralized Procurement of Seat Management (AIO Notebook PC Rental)
   i) Part of the device standardization program at Pertamedika IHC.
   ii) Increasing tool specifications to support productivity at Pertamedika IHC.
   iii) Reducing the level of use of illegal/pirated software within Pertamedika IHC.

2. Ongoing project at the end of 2022
   a. Optimization of Call Center Services for 37 RS (inc Bali Makassar).
   b. Risk of Other Licensed Pirated Applications.
   c. Internet Network Backup.
   d. Supervision of IT Operation NOC (Network Operating Center).
3. Pertamina Workspace Standardization
   a. Laptop AIO Seat Management (Laptop, AIO).
   b. MPS (Managed Printing Service).
   c. HCI (hyper converged infrastructure).
   d. IHC Office 3000 user inc maintenance.
   e. Licensed Microsoft 3000 License.
   f. P-Office.
4. Optional New Capability Smart Hospital IT Plan for Bali International Hospital
   a. Intelligence Campus.
   b. Communication Equipment (Nurse Call, Emergency Code, CSSD).
   c. Asset Tracking (RFID, Smart Tablet, Barcode).

# Pengendalian Keamanan Informasi

Dengan berjalannya sistem informasi dan semakin banyak data yang dikelola, maka dibutuhkan *Security Management System* untuk memastikan bahwa transaksi yang berjalan dan data yang dikelola aman dari segala bentuk pencurian dan pengrusakan. *Security Management System* yang perlu dipersiapkan meliputi:

## User Access Control

*User Access control* adalah Suatu proses dimana user diberikan hak akses untuk mengakses *system* atau informasi. Dalam user *access control* terdapat identifikasi, otorisasi, otentifikasi dan audit. User access control memiliki subjek (*user*) yang mencoba untuk mendapatkan *access* dari *Object* (*software*) yang tersimpan pada ACL (*access control list).*

ACL merupakan daftar *access control* berisi perizinan dan data kemana *user* diberikan izin tersebut. Data yang telah memiliki izin hanya dapat diakses oleh beberapa *user* yang telah diberikan akses untuk mengaksesnya dan tentunya sudah dikontrol oleh *access control*. Dalam hal ini mungkin memerlukan administrator untuk mengamankan informasi dan mengatur hak atas informasi apa saja yang boleh diakses dan kapan informasi tersebut dapat diakses.

## AntiVirus

Antivirus adalah sebuah jenis perangkat lunak yang digunakan untuk mengamankan, mendeteksi, dan menghapus virus komputer dari sistem komputer. Antivirus disebut juga perangkat lunak perlindungan virus. Program ini dapat menentukan apakah sebuah sistem komputer telah terinfeksi dengan sebuah virus atau tidak. Umumnya, perangkat lunak ini berjalan di latar belakang dan melakukan pemindaian terhadap semua berkas yang diakses (dibuka, dimodifikasi, atau ketika disimpan).

## *Intrusion Prevention*

*Intrusion Prevention* adalah sebuah perangkat jaringan atau perangkat lunak yang berjalan untuk mengidentifikasi dan memblokir ancaman terhadap jaringan dan aplikasi dengan menilai setiap paket yang melintas berdasarkan protokol jaringan dalam aplikasi dan melakukan pelacakan ancaman terhadap keamanan sistem. Intrusion *Prevention* mampu mencegah serangan yang datang dengan sedikit bantuan dari administrator atau bahkan tidak sama sekali.

## *Patch Management*

*Patch management* adalah proses dalam menggunakan rencana dan strategi untuk memilih patch apa yang akan digunakan terhadap sistem apa pada waktu tertentu. *Patch* adalah bagian *software* yang dirancang untuk meng*update* komputer program atau data pendukungnya untuk memperbaiki atau memperbaharuinya, termasuk memperbaiki kelemahan keamanan, *bug*, penambahan fitur, atau memperbaiki *performance*. Tanpa melakukan *patch*, suatu sistem dapat memiliki celah untuk *malware*.

# Information Security Controls

As information systems progress and more and more data is managed, a Security Management System is needed to ensure that ongoing transactions and managed data are safe from all forms of theft and destruction. The Security Management System that needs to be prepared includes:

## User Access Control

User Access control is a process where users are given access rights to access a system or information. In user access control there is identification, authorization, authentication and audit. User access control has a subject (user) who tries to gain access from an object (software) stored in the ACL (access control list).

ACL is an access control list containing permissions and data to which users are given those permissions. Data that has permission can only be accessed by several users who have been given access to access it and of course it is controlled by access control. In this case it may require an administrator to secure information and regulate rights over what information can be accessed and when the information can be accessed.

## Anti virus

Antivirus is a type of software used to secure, detect, and remove computer viruses from computer systems. Antivirus is also called virus protection software. This program can determine whether a computer system has been infected with a virus or not. Generally, this software runs in the background and scans all files that are accessed (opened, modified, or when saved).

## Intrusion Prevention

Intrusion Prevention is a network device or software that runs to identify and block threats to networks and applications by assessing each packet that passes based on network protocols in the application and tracking threats to system security. Intrusion Prevention is able to prevent incoming attacks with little or no help from administrators.

## Patch Management

Patch management is the process of using plans and strategies to choose what patches to use on what systems at any given time. A patch is a piece of software designed to update a computer program or its supporting data to repair or update it, including fixing security weaknesses, bugs, adding features, or improving performance. Without patching, a system can have loopholes for malware.

# TATA KELOLA TEKNOLOGI INFORMASI
## INFORMATION TECHNOLOGY GOVERNANCE

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:

1. *IT Master Plan* merupakan dokumen yang menjadi panduan bagi pengembangan ICT di lingkungan Pertamedika IHC.
2. 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.

The governance of the Information Technology function is 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 regarding the preparation of the IT Master Plan, preparation for ISO 27000:

1. The IT Master Plan is a document that serves as a guide for ICT development within the Pertamedika IHC environment.
2. ISO 27001 is an international standard for implementing information security management systems or better known as Information Security Management Systems (ISMS).

IT governance builds a system where all stakeholders, including Directors and Commissioners as well as internal users and related departments such as finance, can provide the input needed for the decision-making process.

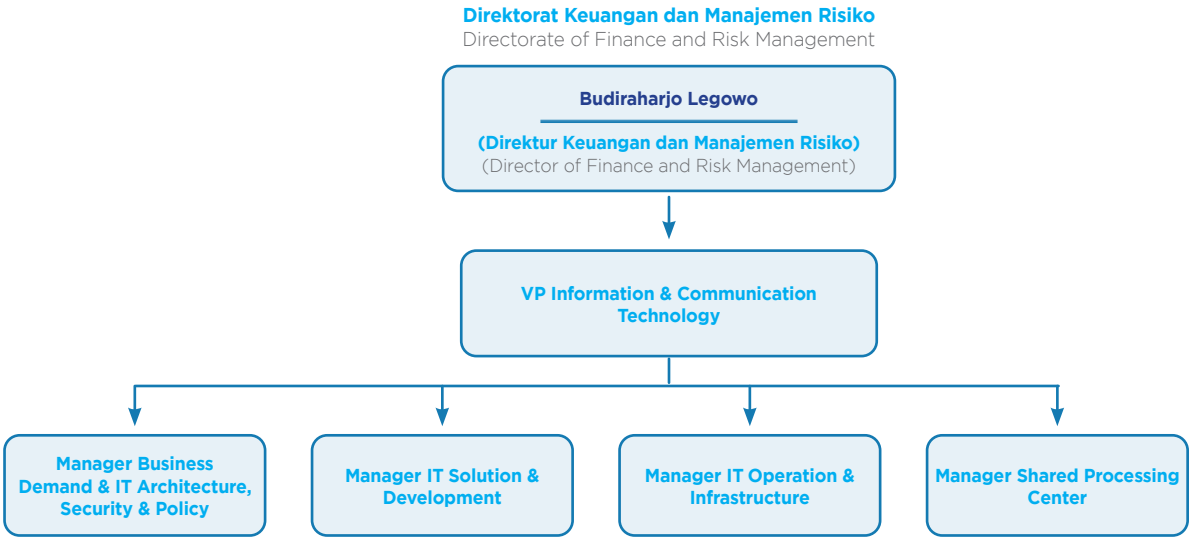
## Pengelola Teknologi Informasi

Sistem TI di lingkup Pertamedika, dikepalai oleh VP *Information and Communication Technology* yang dibantu oleh 4 (empat) orang manajer, yaitu, *Manager Business Demand & IT Architecture, Security & Policy, Manager IT Solution & Development, Manager IT Operation & Infrastructure, dan Manager Shared Processing Center.* Divisi TI berada di bawah koordinasi Direktorat Keuangan dan Manajemen Risiko.

## Information Technology Manager

The IT system within Pertamedika is headed by VP Information and Communication Technology who is assisted by 4 (four) managers, namely, Manager Business Demand & IT Architecture, Security & Policy, Manager IT Solution & Development, Manager IT Operation & Infrastructure, and Manager Shared Processing Center. The IT Division is under the coordination of the Directorate of Finance and Risk Management.

**Struktur Organisasi Pengelola Sistem Informasi TI Pertamedika IHC per 31 Januari 2023**
Organizational Structure of Pertamedika IHC IT Information Systems Manager as of January 31, 2023



## Program Kerja Divisi ICT Solution

## ICT Solution Division Work Program

| No | *Objective* | Target | Realisasi Realization | % |
|---|---|---|---|---|
| 1 | **Implementasi SIM MCU RSPP** Implementation of SIM MCU RSPP | 1 | 2 | 200% |
| 2 | **Implementasi SIRUP 11 RS** Implementation of SIRUP 11 RS | 4 | 4 | 100% |
| 3 | **Integrasi SATUSEHAT Fase 1** SATUSEHAT Integration Phase 1 | 36 | 36 | 100% |
| 4 | **Bridging BPJS SIMRS** BPJS SIMRS Bridging | 14 | 13 | 93% |

## Audit Penyelenggaraan Teknologi Informasi

Sebagai bentuk komitmen dalam menerapkan Tata Kelola Teknologi Informasi secara konsisten dan komprehensif, Pertamedika IHC melakukan audit teknologi informasi secara berkala. Audit Teknologi Informasi dilakukan secara oleh pihak independen, yaitu Badan Siber dan Sandi Negara Republik Indonesia.

Audit yang dilakukan Pertamedika IHC berpedoman pada Peraturan Menteri BUMN NOMOR PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara terutama pasal 210 tentang Audit Penyelenggaraan Teknologi Informasi. Dalam pelaksanaannya, audit yang dilakukan Pertamedika IHC mencakup aspek *cyber security maturity*, yaitu mengukur kematangan siber Pertamedika IHC. Audit tersebut juga bertujuan untuk menganalisis tingkat kesiapan Pertamedika IHC dalam mengelola Teknologi Informasi.

Audit Teknologi Informasi yang dilakukan mencakup aspek tata kelola, identifikasi, proteksi, deteksi, dan respon. Aspek tata kelola terdiri dari sub aspek kesadaran, audit kontrol, pemenuhan, kebijakan, dan proses.

Aspek identifikasi terdiri dari sub aspek manajemen aset, inventaris, manajemen risiko, prioritas, pelaporan, dan klasifikasi. Aspek proteksi terdiri dari sub aspek jaringan, aplikasi, pengguna, manajemen identitas dan akses, *cloud*, dan *data*. Sementara aspek deteksi terdiri dari sub aspek perubahan, *monitor*, peringatan, pemberitahuan, intelijen, dan pelaporan. Sedangkan aspek respon terdiri dari penahanan, penanggulangan, pemulihan, kegiatan pasca insiden, dan pelaporan.

Dari penilaian kelima aspek tersebut, teknologi informasi Pertamedika IHC mencapai level 3,23 dari level 5 (lima), dengan capaian "terorganisir, konsisten, reviu berkala, dan dengan implementasi terdefinisi".

## Audit of Information Technology Implementation

As a form of commitment to implementing Information Technology Governance consistently and comprehensively, Pertamedika IHC conducts information technology audits regularly. Information Technology Audits are carried out by an independent party, namely the National Cyber and Crypto Agency of the Republic of Indonesia.

The audit carried out by Pertamedika IHC was guided by the Regulation of the Minister of BUMN NUMBER PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, especially article 210 concerning Audits of Information Technology Implementation. In its implementation, the audit carried out by Pertamedika IHC includes the cyber security maturity aspect, namely measuring Pertamedika IHC's cyber maturity. The audit also aims to analyze the level of readiness of Pertamedika IHC in managing Information Technology.

The Information Technology audit carried out includes aspects of governance, identification, protection, detection and response. The governance aspect consists of the sub-aspects of awareness, audit control, compliance, policies and processes.

The identification aspect consists of sub-aspects of asset management, inventory, risk management, prioritization, reporting and classification. The protection aspect consists of sub-aspects of network, applications, users, identity and access management, cloud and data. Meanwhile, the detection aspect consists of the sub-aspects of change, monitoring, warning, notification, intelligence and reporting. Meanwhile, the response aspect consists of containment, response, recovery, post-incident activities and reporting.

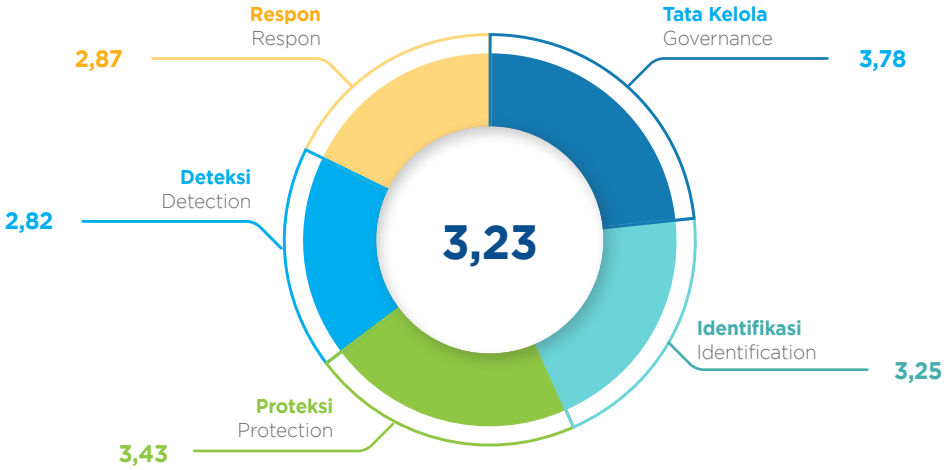
From the assessment of these five aspects, Pertamedika IHC's information technology reached level 3.23 out of level 5, with the achievement of "organized, consistent, regularly reviewed, and with defined implementation".

## Hasil *Assessment Cyber Security Management* Pertamedika IHC 2023

Assessment Results of Pertamedika IHC Cyber Security Management in 2023

| Tata Kelola<br>Governance | | Identifikasi<br>Identification | | Proteksi<br>Protection | | Deteksi<br>Detection | | Respon | |
|---|---|---|---|---|---|---|---|---|---|
| 3,78 | | 3,25 | | 3,43 | | 2,82 | | 2,87 | |
| **Kesadaran**<br>Awareness | 4,41 | **Manajemen Aset**<br>Asset Management | 4,00 | **Jaringan**<br>Network | 4,00 | **Perubahan**<br>Change | 2,33 | **Penahanan**<br>Detention | 2,42 |
| **Audit**<br>Audit | 3,92 | **Invenstaris**<br>Inventory | 3,60 | **Aplikasi**<br>Application | 3,20 | ***Monitor*** | 4,00 | **Penanggulangan**<br>Countermeasures | 3,80 |
| **Kontrol**<br>Control | 3,96 | **Manajemen Risiko**<br>Risk management | 3,32 | **Pengguna**<br>User | 2,78 | **Peringatan**<br>Warning | 2,75 | **Pemulihan**<br>Recovery | 2,00 |
| **Pemenuhan**<br>Fulfillment | 3,74 | **Prioritas**<br>Priority | 2,40 | **Manajemen Identitas dan Aset**<br>Identity and asset management | 4,62 | **Pemberitahuan**<br>Announcement | 2,40 | **Kegiatan Paska Insiden**<br>Post Incident Activities | 3,00 |
| **Kebijakan**<br>Policy | 3,30 | **Pelaporan**<br>Reporting | 3,00 | ***Cloud*** | 3,29 | **Intelijen**<br>Intelligence | 2,82 | **Pelaporan**<br>Reporting | 3,14 |
| **Proses**<br>Process | 3,36 | **Klasifikasi**<br>Classification | 3,25 | ***Data*** | 2,71 | **Pelaporan**<br>Reporting | 2,60 | | |

## *Domain Maturity*




| Level Maturitas<br>Maturity Level | Predikat<br>Predicate | Keterangan Penerapan<br>Implementation Description |
|---|---|---|
| **3,23 (Level 3)** | • **Teroganisir**<br>• **Konsisten**<br>• **Reviu Berkala**<br>• Organized<br>• Consistent<br>• Periodic Review | **Implementasi Terdevinisi**<br>Definitized Implementation |

## Level Cyber Security Management
Cyber Security Management Levels

**Level 5**

- **Otomatisasi**
- **Terintegrasi**
- **Membudaya**
- Automation
- Integrated
- Civilize

**Implementasi Optimal**
Optimal Implementation

**Level 5**

- **Terorganisir**
- **Reviu Berkala**
- **Berkelanjutan**
- Organized
- Periodic Review
- Sustainable

**Implementasi Terkelola**
Managed Implementation

**Level 5**

- **Terorganisir**
- **Konsisten**
- **Reviu Berkala**
- Organized
- Consistent
- Periodic Review

**Implementasi Terdefinisi**
Defined Implementation

**Level 5**

- **Terorganisir**
- **Tidak Konsisten**
- **Berulang**
- Organized
- Inconsistent
- Repeated

**Implementasi Berulang**
Repeated Implementation

**Level 5**

- **Tidak Terukur**
- **Tidak Konsisten**
- **Risiko Tinggi**
- Not Measurable
- Inconsistent
- High Risk

**Implementasi Awal**
Initial Implementation

# 6

# Tata Kelola Perusahaan

## Good Corporate Governance

**Pertamedika IHC senantaisa menyelaraskan setiap aspek layanan kesehatan untuk mewujudkan pelayanan dengan standar terbaik sesuai dengan harapan segenap pemangku kepentingan**

Pertamedika IHC constantly aligns every aspect of health services to provide services with the best standards in accordance with the expectations of all stakeholders

IHC
Indonesia Healthcare
Corporat

# KOMITMEN PENERAPAN GCG SECARA KOMPREHENSIF DAN BERKELANJUTAN

## COMMITMENT TO COMPREHENSIVE AND SUSTAINABLE GCG IMPLEMENTATION

Pertamedika IHC senantiasa memperkuat komitmen untuk mengimplementasikan standar terbaik dalam penerapan prinsip-prinsip GCG secara komprehensif dan berkelanjutan, mematuhi setiap peraturan dan perundangan-undangan yang berlaku, dan selalu terbuka dalam hal perbaikan sesuai dengan *best practice* agar selaras dengan tujuan, visi, dan misi Perseroan serta mampu tumbuh secara sehat, berkelanjutan, dan menciptakan nilai tambah Perusahaan bagi Pemegang Saham dan pemangku kepentingan lainnya.

Prinsip-prinsip tersebut menjadi referensi bagi pengambilan keputusan yang bertanggung jawab, menghindari konflik kepentingan, optimalisasi kinerja, dan peningkatan akuntabilitas. Lebih lanjut, komitmen atas penerapan GCG juga bertujuan untuk memberikan perlindungan yang memadai dan perlakuan yang adil kepada Pemegang Saham dan Pemangku Kepentingan lainnya serta meningkatkan kepatuhan terhadap peraturan perundang-undangan.

Komitmen penerapan GCG secara konsisten dan komprehensif tersebut secara simbolis dituangkan dalam Pedoman Tata Kelola Perusahaan No. A-383/A00000/2021-SO 1 November 2021 Revisi–3 (tiga). Sebagai pedoman yang bersifat dinamis, Pedoman Tata Kelola Perusahaan senantiasa dikaji secara berkala dan berkelanjutan sesuai dengan dinamika lingkungan usaha yang terjadi. Namun demikian, dalam setiap perubahannya Perseroan tidak akan mengorbankan nilai nilai yang telah ada hanya untuk keuntungan jangka pendek.

Pertamedika IHC always strengthens its commitment to implementing the best standards in implementing GCG principles in a comprehensive and sustainable manner, complying with all applicable regulations and legislation, and always being open to improvements in accordance with best practices so that they are in line with the Company's goals, vision and mission and able to grow in a healthy, sustainable manner and create added value for the Company for Shareholders and other stakeholders.

These principles are a reference for responsible decision making, avoiding conflicts of interest, optimizing performance, and increasing accountability. Furthermore, the commitment to implementing GCG also aims to provide adequate protection and fair treatment to Shareholders and other Stakeholders as well as increasing compliance with laws and regulations.

The commitment to implementing GCG consistently and comprehensively is symbolically stated in Corporate Governance Guidelines No. A-383/A00000/2021-SO 1 November 2021 Revision–3. As dynamic guidelines, the Corporate Governance Guidelines are always reviewed periodically and continuously in accordance with the dynamics of the current business environment. However, in any changes the Company will not sacrifice existing values just for short-term profits.

## GCG *Milestone*: Perkembangan Penerapan GCG di Pertamedika IHC

GCG Milestone: Development of GCG Implementation at Pertamedika IHC

**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**
- Socialization of GCG and COS
- Implementation of GCG as KPI Boundary for all directors of business unit
- Completion of COS by employees

**2015**

- **Pembuatan dan distribusi buku saku GCG**
- **Pengisian COS oleh pekerja**
- **Revisi *Board Manual***
- **Penyempurnaan sistem COS**
- Preparation and distribution of GCG pocket books
- Completion of COS by employees
- Revised Board Manual
- COS system improvements

**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.

**2023**

***Self Assessment* GCG oleh konsultan independen, dengan perolehan skor sebesar 84,30% dengan kategori baik, meningkat dari hasil tahun lalu 83,95%.**
GCG Self Assessment by an independent consultant, with a score of 84.30% in the good category.

# TUJUAN DAN LANDASAN PENERAPAN GCG

## OBJECTIVES AND BASIS FOR IMPLEMENTING GCG

### Tujuan Penerapan GCG

Sebagai bagian dari PT Pertamina (Persero) yang merupakan Badan Usaha Milik Negara (BUMN), acuan dasar dan tujuan penerapan GCG di Pertamedika IHC mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Perusahaan dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Tujuan penerapan GCG sesuai dengan arahan Peraturan Menteri BUMN di atas, adalah:

1. Mengoptimalkan nilai BUMN agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan BUMN;
2. Mendorong pengelolaan BUMN secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan
3. Meningkatkan kemandirian Organ Persero/Organ Perum;
4. Mendorong agar Organ Persero/Organ Perum dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap ketentuan peraturan perundang undangan,
5. Serta kesadaran akan adanya tanggung jawab sosial BUMN terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar BUMN;
6. Meningkatkan kontribusi BUMN dalam perekonomian nasional; dan
7. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

Implementasi prinsip-prinsip GCG secara konsisten dan menyeluruh juga bertujuan untuk:

1. Memaksimalkan nilai pemegang saham melalui peningkatan daya saing usaha, yang pada akhirnya memaksimalkan laba, yang diperoleh dari penerapan praktik tata kelola di Perusahaan 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 praktik praktik yang bertentangan dengan prinsip-prinsip GCG.

### Objectives of GCG Implementation

As part of PT Pertamina (Persero) which is a State-Owned Enterprise (SOE), the basic reference and objectives for implementing GCG at Pertamedika IHC refer to the Minister of State for State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. The objectives of implementing GCG in accordance with the direction of the SOE Ministerial Regulation above, are:

1. Optimizing the value of SOE so that it has strong competitiveness, both nationally and internationally, so that it is able to maintain its existence and live sustainably to achieve the aims and objectives of SOE;
2. Encouraging the management of SOE in a professional, efficient and effective manner, as well as empowering its functions and
3. Increasing the independence of Persero Organs/Perum Organs;
4. Encourage Persero Organs/Perum Organs to make decisions and carry out actions based on high moral values and compliance with statutory provisions,
5. As well as awareness of the social responsibility of SOE towards stakeholders and environmental sustainability around the SOE;
6. Increasing the contribution of SOE to the national economy; And
7. Improving a conducive climate for the development of national investment.

Consistent and comprehensive implementation of GCG principles also aims to:

1. Maximizing shareholder value by increasing business competitiveness, which ultimately maximizes profits, which are obtained from the implementation of governance practices in the Company and in the Company's business units as an integrated, mutually supporting business group, and running in line with the Company's vision.
2. Creating 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 from practices that conflict with GCG principles.

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.

## Dasar Hukum Penerapan GCG

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. Undang-undang Nomor 44 tahun 2009 tentang Rumah Sakit;
3. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Perusahaan dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara
4. Anggaran Dasar Perusahaan; dan
5. 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).

4. Encourage 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. Improve the Company's image and make the Company a proud workplace for its employees.

## Legal Basis for Implementing GCG

Pertamedika IHC applies GCG principles in the Company based on the following applicable laws and regulations:

1. Law no. 40 of 2007 concerning Limited Liability Companies;
2. Law no. 44 of 2009 concerning Hospitals;
3. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises
4. Company Articles of Association; And
5. Corporate Governance Guidelines (Code of Corporate Governance/CoGC), which are contained in Decree No: Kpts-1513/A000000/2018-SO concerning Code of Corporate Governance (CoCG) Corporate Governance Guidelines.

# PENINGKATAN KUALITAS PENERAPAN GCG SECARA BERKELANJUTAN

## SUSTAINABLE IMPROVEMENT OF THE QUALITY OF GCG IMPLEMENTATION

Upaya peningkatan kualitas penerapan GCG di Pertamedika ICH dapat digambarkan melalui bagan berikut:

Efforts to improve the quality of GCG implementation at Pertamedika ICH can be illustrated in the following chart:

Siklus peningkatan kualitas implementasi penerapan GCG meliputi:

1. Penetapan Standar Kualitas Penerapan GCG;
2. Implementasi GCG;
3. *Monitoring* GCG;
4. Pengukuran/*Assessment* GCG;
5. Peningkatan Kualitas Implementasi GCG dan *Benchmarking*.

The GCG implementation quality improvement cycle includes:

1. Determination of Quality Standards for GCG Implementation;
2. Implementation of GCG;
3. GCG monitoring;
4. GCG Measurement/Assessment;
5. Improving the Quality of GCG Implementation and Benchmarking.

## Penetapan Standar Kualitas Penerapan GCG Pertamedika IHC

Untuk memastikan bahwa GCG diterapkan secara konsisten di seluruh unit organisasi, Pertamedika IHC berupaya mengadopsi standar terbaik yang berlaku baik dalam lingkup BUMN, maupun lingkup nasional dan internasional, antara lain:

1. Peraturan perundang-undang Republik Indonesia, khususnya mengenai Perseroan Terbatas;
2. Undang-undang Republik Indonesia Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
3. Undang-undang Republik Indonesia Nomor 20 tahun 2001 tentang perubahan atas undang-undang Nomor 31 tahun 1999 tentang pemberantasan tindak pidana korupsi;
4. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Perusahaan dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG) terakhir kali pada tahun 2021.
6. ASEAN *Corporate Governance* (CG) *Scorecard* yang diinisiasi ASEAN Capital Market Forum (ACMF), yaitu asosiasi otoritas pasar modal tingkat ASEAN;
7. Pedoman Tata Kelola Perusahaan PT Pertamina (Persero);
8. Pedoman Tata Kelola Perusahaan PT Pertamina Bina Medika IHC.

## Determination of Quality Standards for the Implementation of Pertamedika IHC GCG

To ensure that GCG is implemented consistently in all organizational units, Pertamedika IHC strives to adopt the best standards that apply both within the SOE scope, as well as at the national and international scope, including:

1. The laws and regulations of the Republic of Indonesia, especially regarding Limited Liability Companies;
2. Law of the Republic of Indonesia no. 19 of 2003 concerning State-Owned Enterprises;
3. Law of the Republic of Indonesia no. 20 of 2001 concerning amendments to Law Number 31 of 1999 concerning the eradication of criminal acts of corruption;
4. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
5. General Guidelines for Indonesian Corporate Governance (PUGKI) which were last developed by the National Committee for Governance Policy (KNKG) in 2021.
6. ASEAN Corporate Governance (CG) Scorecard initiated by the ASEAN Capital Market Forum (ACMF), namely the association of ASEAN level capital market authorities;
7. PT Pertamina (Persero) Corporate Governance Guidelines;
8. PT Pertamina Bina Medika IHC Corporate Governance Guidelines.

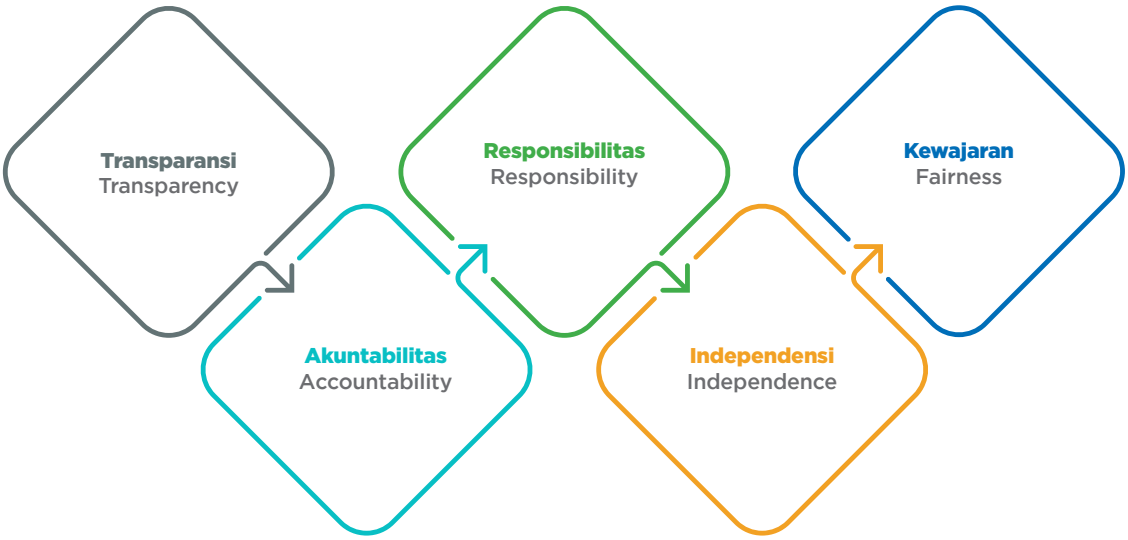
## Implementasi Prinsip-Prinsip GCG

Dari acuan-acuan di atas, kemudian ditetapkan prinsip-prinsip GCG Pertamedika IHC yang terdiri dari 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, atau, disingkat TARIF.

## Implementation of GCG Principles

From the references above, the GCG principles of Pertamedika IHC were then determined which consist of 5 (five) basic principles, namely transparency, accountability, responsibility, independence and fairness, or, abbreviated as TARIF.

**Prinsip Tata Kelola Perusahaan yang Baik Pertamedika IHC**
Principles of Good Corporate Governance at Pertamedika IHC




Penerapan atau realisasi prinsip-prinsip GCG di lingkup Pertamedika IHC dapat dijelaskan melalui tabel berikut ini:

The implementation or realization of GCG principles within the scope of Pertamedika IHC can be explained in the following table:

| Prinsip GCG<br>GCG Principles | Komitmen Pertamedika IHC<br>Pertamedika IHC Commitment | Penerapan di Lingkup Pertamedika<br>Implementation in the Pertamedika Scope |
|---|---|---|
| **Transparansi**<br>Transparency | **Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan mengemukakan informasi material dan relevan mengenai Perseroan.**<br>Openness in carrying out the decision-making process and openness in presenting material and relevant information regarding the Company. | • **Perusahaan menyediakan informasi secara tepat waktu, memadai, jelas, akurat serta mudah diakses oleh pemangku kepentingan sesuai dengan haknya.**<br>• **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.**<br>• **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.**<br>• **Kebijakan Perseroan harus tertulis dan secara proporsional dikomunikasikan kepada pemangku kepentingan.**<br>• The Company provides information in a timely, adequate, clear, accurate and easily accessible manner to stakeholders in accordance with their rights.<br>• Information that must be disclosed includes, but is not limited to, shareholder composition, vision, mission, composition of the Board of Directors and Board of Commissioners, annual reports, and important events that can affect the condition of the company.<br>• The principle of openness adopted by the Company does not reduce the obligation to fulfill company confidentiality provisions in accordance with statutory regulations, office secrets and personal rights.<br>• Company policies must be written and proportionally communicated to stakeholders. |
| **Akuntabilitas**<br>Accountability | **Kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ perusahaan sehingga pengelolaan Perseroan terlaksana secara efektif.**<br>Clarity of functions, implementation and accountability of company organs so that the management of the Company is carried out effectively. | • **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.**<br>• **Perseroan harus meyakini bahwa semua organ perusahaan dan semua karyawan mempunyai kemampuan sesuai dengan tugas, tanggung jawab, dan perannya dalam pelaksanaan GCG.**<br>• **Perseroan harus memastikan adanya sistem pengendalian internal yang efektif dalam pengelolaan perusahaan.**<br>• The company must determine the detailed duties and responsibilities of each company organ clearly and in line with the company's vision, mission, corporate values and strategy.<br>• The company must believe that all company organs and all employees have the capabilities in accordance with their duties, responsibilities and roles in implementing GCG.<br>• The company must ensure that there is an effective internal control system in managing the company. |
| **Pertanggungjawaban**<br>Accountability | **Kesesuaian dalam pengelolaan Perseroan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip pengelolaan perusahaan yang sehat.**<br>Conformity in the management of the Company with applicable laws and regulations and the principles of healthy company management. | • **Organ Perseroan harus berpegang pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan perundang-undangan, anggaran dasar, dan peraturan perusahaan.**<br>• **Perseroan harus melaksanakan tanggung jawab sosial, antara lain peduli terhadap masyarakat dan kelestarian lingkungan terutama di sekitar perusahaan dengan membuat perencanaan dan pelaksanaan yang memadai.**<br>• Company organs must adhere to the principle of prudence and ensure compliance with statutory regulations, articles of association and company regulations.<br>• Companies must carry out social responsibilities, including caring for the community and preserving the environment, especially around the company, by making adequate planning and implementation. |

| Prinsip GCG<br>GCG Principles | Komitmen Pertamedika IHC<br>Pertamedika IHC Commitment | Penerapan di Lingkup Pertamedika<br>Implementation in the Pertamedika Scope |
|---|---|---|
| **Kemandirian**<br>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.**<br>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. | • **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.**<br>• **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.**<br>• Each organ of the Company must avoid domination by any party, not be influenced by certain interests, free from conflicts of interest and from all influence or pressure, so that decision making can be carried out objectively.<br>• Each organ of the Company must carry out its functions and duties in accordance with the articles of association and statutory regulations, without dominating each other and/or shifting responsibilities between one another. |
| **Kewajaran**<br>Fairness | **Keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku.**<br>Justice and equality in fulfilling stakeholder rights arising based on agreements and applicable laws and regulations. | • **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.**<br>• **Perseroan harus memberikan perlakuan yang setara dan wajar kepada pemangku kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada perusahaan.**<br>• **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.**<br>• Companies must provide opportunities for stakeholders to provide input and convey opinions for the benefit of the company and open access to information in accordance with the principle of transparency within the scope of their respective positions.<br>• The company must provide equal and fair treatment to stakeholders in accordance with the benefits and contributions provided to the company.<br>• Companies must provide equal opportunities in recruiting employees, pursuing careers and carrying out their duties professionally without distinction of ethnicity, religion, race, class, gender and physical condition. |

## Penyelarasan Pilar Governansi PUGKI

Pertamedika IHC menyambut baik pengembangan Pedoman Governansi Korporat Indonesia (PUGKI) oleh Komite Nasional Kebijakan Governansi (KNKG) yang dirilis pada tahun 2021 dan menjadi standar penerapan GCG korporasi. Pertamedika IHC berupaya mengimplementasikannya agar dapat terus beradaptasi dengan perkembangan terkini terkait governansi korporat, termasuk tanggung jawab sosial dan lingkungan berdasarkan prinsip pembangunan berkelanjutan, keberagaman dewan, digitalisasi dan investor *stewardship/engagement*, disamping terus memperkuat landasan dalam menangani benturan kepentingan untuk isu utama governansi korporat di Indonesia, seperti penanganan benturan kepentingan, kebijakan anti korupsi, dan Pedoman Kode Etik Bisnis, evaluasi kinerja, independensi serta remunerasi Direksi dan Dewan Komisaris.

Secara umum, PUGKI 2021 terdiri dari 8 (delapan) prinsip yang dibagi dalam tiga kelompok prinsip, yaitu:

1. Kelompok prinsip pertama yang mengatur fungsi pengurusan dan pengawasan korporasi, yaitu Direksi dan Dewan Komisaris;

## Alignment of PUGKI Governance Pillars

Pertamedika IHC welcomes the development of the Indonesian Corporate Governance Guidelines (PUGKI) by the National Committee for Governance Policy (KNKG) which will be released in 2021 and will become the standard for implementing corporate GCG. Pertamedika IHC seeks to implement it so that it can continue to adapt to the latest developments related to corporate governance, including social and environmental responsibility based on the principles of sustainable development, board diversity, digitalization and investor stewardship/engagement, in addition to continuing to strengthen the foundation in handling conflicts of interest for the main issues of corporate governance in Indonesia, such as handling conflicts of interest, anti-corruption policies, and Business Ethics Code Guidelines, performance evaluation, independence and remuneration of Directors and Board of Commissioners.

In general, PUGKI 2021 consists of 8 (eight) principles which are divided into three groups of principles, namely:

1. The first group of principles that regulate corporate management and supervision functions, namely the Board of Directors and the Board of Commissioners;

2. Kelompok prinsip kedua yang mengatur proses dan keluaran yang dihasilkan oleh Direksi dan Dewan Komisaris;
3. Kelompok prinsip ketiga yang mengatur pemilik sumberdaya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

Selanjutnya, PUGKI terdiri dari prinsip, rekomendasi, dan panduan yang mendorong praktik governansi korporat yang baik. Masing-masing korporasi menerapkan PUGKI tersebut dengan menjalankan prinsip, rekomendasi dan panduan serta mengungkapkannya. Prinsip-prinsip dalam PUGKI beserta rekomendasi dan panduan di dalamnya dijiwai oleh empat pilar governansi korporat, yaitu perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan. Empat pilar governansi korporat pertama kali diperkenalkan dalam PUGKI 2021 dan merupakan pengembangan sesuai dengan perkembangan terkini dari nilai dasar TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan *Fairness*) yang terakhir digunakan pada PUGKI 2019.

Tercerminnya empat pilar dalam prinsip-prinsip governansi korporat Indonesia akan mendorong terciptanya nilai korporasi dalam jangka panjang.

4 (Empat) Pilar Governansi Korporat Indonesia

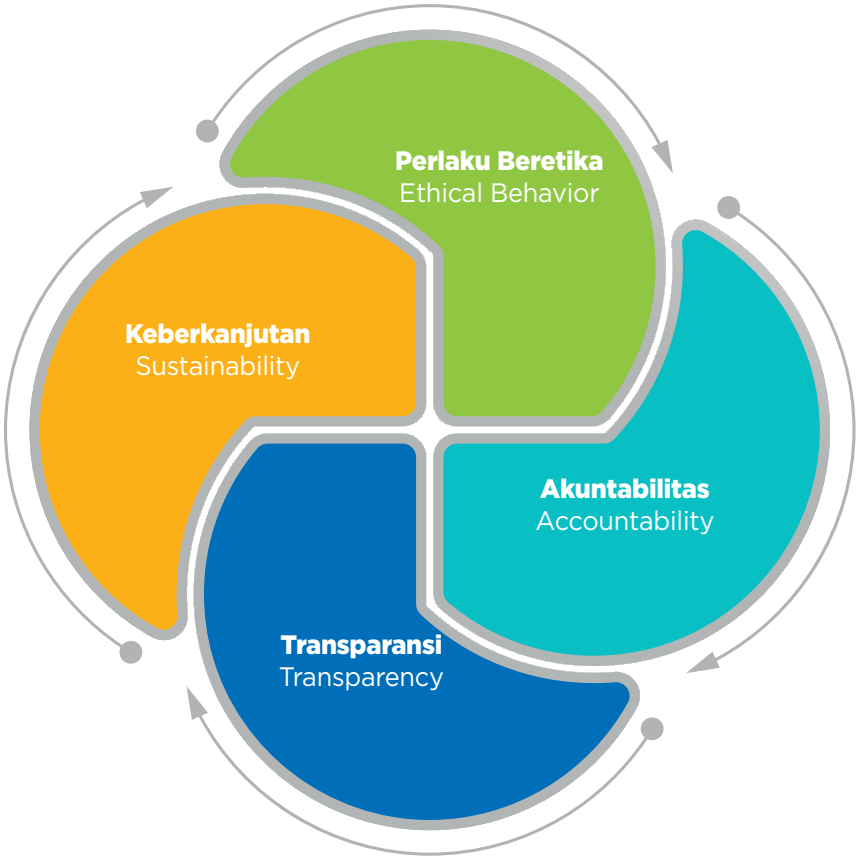
2. The second group of principles regulates the processes and outputs produced by the Board of Directors and Board of Commissioners;
3. The third group of principles regulates resource owners, who will primarily benefit from the implementation of corporate governance.

Furthermore, PUGKI consists of principles, recommendations and guidelines that encourage good corporate governance practices. Each corporation implements PUGKI by implementing principles, recommendations and guidelines and disclosing them. The principles in PUGKI along with the recommendations and guidelines contained therein are inspired by the four pillars of corporate governance, namely ethical behavior, accountability, transparency and sustainability. The four pillars of corporate governance were first introduced in PUGKI 2021 and are developments in accordance with the latest developments in the basic values of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness) which were last used in PUGKI 2019.

The reflection of the four pillars in Indonesia's corporate governance principles will encourage the creation of corporate value in the long term.

4 (Four) Pillars of Indonesian Corporate Governance

**4 (Empat) Pilar Governansi Korporat Indonesia**
4 (Four) Pillars of Indonesian Corporate Governance



| Pilar<br>Pillars | Penjelasan<br>Explanation | Penerapan di Pertamedika IHC<br>Implementation in Pertamedika IHC |
|---|---|---|
| **Perilaku Beretika**<br>Ethical Behavior | **Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.**<br>In carrying out its activities, the corporation always prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and trust consistently. Corporations pay attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and are managed independently so that each corporate organ does not dominate the other and cannot be intervened by other parties. | • **Mengembangkan standar perilaku terbaik bagi Perwira Pertamedika IHC berlandaskan pada prinsip-prinsip GCG sehingga mendorong terciptanya budaya Perseroan yang diharapkan, baik yang secara langsung maupun tidak langsung akan meningkatkan nilai perusahaan.**<br>• **Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perseroan serta meminimalkan peluang terjadinya penyimpangan.**<br>• **Menjabarkan nilai-nilai perusahaan sebagai landasan perilaku yang harus diikuti oleh seluruh Insan Pertamedika IHC dalam menjalankan aktivitas kerjanya sehari-hari.**<br>• **Mendorong perbaikan pengelolaan Perusahaan dan pengembangan nilai yang pada akhirnya akan meningkatkan citra Perusahaan.**<br>• Develop the best standards of behavior for Pertamedika IHC officers based on GCG principles so as to encourage the creation of the expected Company culture, which will directly and indirectly increase company value.<br>• Creating a healthy and comfortable working atmosphere within the Company and minimizing opportunities for irregularities.<br>• Describe the company values as a basis for behavior that must be followed by all Pertamedika IHC personnel in carrying out their daily work activities.<br>• Encourage improvements in Company management and value development which will ultimately improve the Company's image. |
| **Akuntabilitas**<br>Accountability | **Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan.**<br><br>**Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.**<br><br>Corporations can be accountable for their performance transparently and fairly. For this reason, corporations must be managed correctly, measurably and in accordance with corporate interests while still taking into account the interests of shareholders and stakeholders.<br><br>Accountability is a necessary prerequisite for achieving sustainable performance. | • **Perusahaan menjamin kejelasan fungsi, pelaksanaan dan pertanggungjawaban Perwira Pertamedika IHC yang memungkinkan pengelolaan Perusahaan terlaksana secara efektif.**<br>• **Akuntabilitas merujuk kepada kewajiban seseorang atau organ kerja Perusahaan yang berkaitan dengan pelaksanaan wewenang yang dimilikinya dan/ atau pelaksanaan tanggung jawab yang dibebankan oleh Perusahaan kepadanya. Oleh karenanya Perusahaan menetapkan tanggung jawab yang jelas dari masing-masing organ Perseroan yang selaras dengan visi, misi, sasaran usaha dan strategi Perseroan.**<br>• **Akuntabilitas Perusahaan diperlukan sebagai salah satu solusi mengatasi masalah yang timbul sebagai konsekuensi logis perbedaan kepentingan individu maupun kepentingan Perseroan dengan pihak yang berkepentingan. Penerapan prinsip akuntabilitas ini agar Perseroan dapat mengkomunikasikan hak dan kewajiban masing-masing dan selalu dapat mengupayakan agar pihak-pihak yang berkepentingan dengan Perseroan benar-benar memahami hak dan kewajiban masing-masing tersebut sesuai dengan peraturan perundang-undangan yang berlaku.**<br>• **Perusahaan memastikan berlakunya ukuran kinerja dari semua Insan Perseroan berdasarkan ukuran-ukuran yang disepakati selaras dengan nilai-nilai perusahaan, sasaran usaha dan strategi serta memiliki kebijakan tentang *reward and punishment*.**<br>• The Company guarantees clarity in the functions, implementation and accountability of Pertamedika IHC officers which enables the management of the Company to be carried out effectively.<br>• Accountability refers to the obligations of a person or Company work organ related to the implementation of the authority they have and/or the implementation of the responsibilities assigned to them by the Company. Therefore, the Company determines clear responsibilities for each of the Company's organs which are in line with the Company's vision, mission, business targets and strategy.<br>• Corporate accountability is needed as a solution to overcome problems that arise as a logical consequence of differences in individual interests and the interests of the Company and interested parties. The application of this principle of accountability ensures that the Company can communicate its respective rights and obligations and can always ensure that parties with an interest in the Company truly understand their respective rights and obligations in accordance with the applicable laws and regulations.<br>• The Company ensures that performance measures for all Company Personnel are implemented based on agreed measures in line with company values, business targets and strategies and has a policy regarding reward and punishment |

| Pilar<br>Pillars | Penjelasan<br>Explanation | Penerapan di Pertamedika IHC<br>Implementation in Pertamedika IHC |
|---|---|---|
| **Transparansi**<br>Transparency | **Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan.**<br>To maintain objectivity in running business, corporations provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations take the initiative to disclose not only issues required by statutory regulations, but also matters that are important for decision making by shareholders, creditors and stakeholders. | • **Meningkatkan kepercayaan stakeholder.**<br>• **Menarik minta investor.**<br>• **Pengelolaan risiko yang lebih efektif.**<br>• **Perbaikan kinerja keuangan.**<br>• **Kepatuhan hukum dan peraturan.**<br>• **Meningkatkan hubungan dengan Pelanggan.**<br>• **Fasilitasi pengambilan keputusan strategis.**<br>• **Inovasi dan pengembangan produk.**<br>• Increase stakeholder trust.<br>• Attract investors.<br>• More effective risk management.<br>• Improved financial performance.<br>• Legal and regulatory compliance.<br>• Improve relationships with customers.<br>• Facilitate strategic decision making.<br>• Product innovation and development. |
| **Keberlanjutan**<br>Sustainability | **Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.**<br>The corporation complies with laws and regulations and is committed to carrying out its responsibilities towards society and the environment in order to contribute to sustainable development by collaborating with all relevant stakeholders to improve their lives in a way that is consistent with business interests and the sustainable development agenda. | **Keberlanjutan yang telah dilakukan oleh Pertamedika IHC adalah dengan Pembangunan infrastruktur, berupa pembnagunan rumah sakit-rumah sakit baru, pengadaan alat kesehatan berteknologi tinggi, dan renovasi-renovasi pembangunan fasilitas umum untuk layanan kepada pasien.**<br>The sustainability that has been carried out by Pertamedika IHC is through infrastructure development, in the form of building new hospitals, procuring high-tech medical equipment, and renovating the construction of public facilities for services to patients. |

## Monitoring Penerapan GCG

### Penanggung Jawab Penerapan GCG

Penerapan Pedoman Tata Kelola Perusahaan ini menjadi tanggung jawab seluruh Insan Pertamedika IHC. Dewan Komisaris dan Direksi bertanggung jawab atas penerapan Pedoman Tata Kelola Perusahaan ini di lingkungan Perseroan. Para *Vice President*, Direktur dan Manajemen Unit Usaha Rumah Sakit bertanggung jawab atas penerapan Pedoman Tata Kelola Perusahaan ini di lingkungan unit kerja masing-masing.

Sementara untuk perencanaan, pengkoordinasian, pemantauan, implementasi, dan evaluasi terhadap pelaksanaan GCG dikelola oleh Penanggung Jawab Penerapan GCG di Pertamedika IHC, yaitu *Chief Compliance Officer* (CCO).

CCO mempunyai tanggung jawab dan wewenang untuk merencanakan, membuat, memeriksa, mensosialisasikan, memonitor dan mengevaluasi pelaksanaan program kepatuhan Perusahaan dan Perwira Pertamedika IHC pada peraturan perundang-undangan serta Peraturan Internal dalam menjalankan kegiatannya.

## Monitoring GCG Implementation

### Responsible for GCG Implementation

Implementation of these Corporate Governance Guidelines is the responsibility of all Pertamedika IHC personnel. The Board of Commissioners and Directors are responsible for implementing these Corporate Governance Guidelines within the Company. The Vice Presidents, Directors and Hospital Business Unit Management are responsible for implementing these Corporate Governance Guidelines within their respective work units.

Meanwhile, planning, coordinating, monitoring, implementing and evaluating GCG implementation is managed by the Person in Charge of GCG Implementation at Pertamedika IHC, namely Chief Compliance Officer (CCO).

The CCO has the responsibility and authority to plan, create, examine, socialize, monitor and evaluate the implementation of the Company's and Pertamedika IHC Officer's compliance program with statutory regulations and Internal Regulations in carrying out its activities.

Yang dimaksud dengan "Perwira Pertamedika IHC" adalah Dewan Komisaris, Direksi, Pekerja waktu tertentu, pekerja waktu tidak tertentu, pekarya yang bekerja di lingkungan Pertamedika IHC serta semua pihak yang bekerja untuk dan atas nama Perusahaan dengan tugas pokok, tanggung jawab dan wewenang sebagai berikut :

1. Melakukan *check and balance* atas kegiatan usaha Perusahaan yang strategis agar tidak menyimpang dari ketentuan yang berlaku termasuk menyusun rencana kerja yang diperlukan untuk memastikan Perusahaan memenuhi Pedoman Penerapan Tata Kelola Perusahan yang baik;
2. Memantau dan menjaga agar kegiatan usaha perusahaan tidak menyimpang dari peraturan perundang-undangan yang berlaku;
3. Memastikan kepatuhan Perusahaan terhadap seluruh Perjanjian dan Komitmen yang dibuat oleh Perusahaan dengan Pihak Ketiga.

What is meant by "Pertamedika IHC Officers" are the Board of Commissioners, Directors, workers for a certain period of time, workers for an indefinite period of time, employees who work within Pertamedika IHC as well as all parties who work for and on behalf of the Company with the main duties, responsibilities and authorities as follows :

1. Carry out checks and balances on the Company's strategic business activities so that they do not deviate from applicable regulations, including preparing the necessary work plans to ensure that the Company meets the Guidelines for Implementing Good Corporate Governance;
2. Monitor and ensure that the company's business activities do not deviate from applicable laws and regulations;
3. Ensure the Company's compliance with all Agreements and Commitments made by the Company with Third Parties.

## Pengukuran/*Assessment* Penerapan GCG

Pengukuran atau penilaian atas penerapan GCG di Pertamedika dilakukan secara berkala dengan tujuan untuk mengukur kualitas implementasi prinsip-prinsip GCG serta mengidentifikasi langkah-langkah yang tepat guna meningkatkan kualitas penerapannya secara efektif.

Di tahun 2023, Pertamedika IHC melakukan pengukuran/penilaian penerapan GCG dengan menggunakan parameter Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Proses *assessment* dilakukan setiap tahun secara bergantian oleh tim asesor internal dan assessor independen. Adapun skor assessment GCG untuk tahun 2023 yang dilakukan secara mandiri (*self-assessment*) dengan didampingi oleh konsultan eksternal sebesar 84,30% dengan kategori "Baik".

Berikut rincian hasil penilaian GCG dalam 2 (dua) tahun terakhir:

## Measurement/Assessment of GCG Implementation

Measurements or assessments of the implementation of GCG at Pertamedika are carried out periodically with the aim of measuring the quality of implementation of GCG principles and identifying appropriate steps to improve the quality of their implementation effectively.

In 2023, Pertamedika IHC conducted measure/assess the implementation of GCG using the parameters of Copy of Decree of the Secretary of the Ministry of BUMN No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in BUMN. The assessment process is carried out every year alternately by a team of internal assessors and independent assessors. The GCG assessment score for 2023 which was carried out independently (self-assessment) accompanied by an external consultant was 84.30% in the "Good" category.

The following are details of the GCG assessment results in the last 2 (two) years:

| No | Aspek Pengujian GCG *Assessment*<br>GCG Assessment Aspects | Bobot<br>Weight | CAPAIAN TAHUN 2023<br>ACHIEVEMENTS IN 2023 | | CAPAIAN TAHUN 2022<br>ACHIEVEMENTS IN 2022 | |
|---|---|---|---|---|---|---|
| | | | Skor<br>Score | % Capaian<br>Achievements | Skor<br>Score | % Capaian<br>Achievements |
| 1 | **Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan**<br>Commitment to Sustainable Governance Implementation | 7,00 | 6,66 | 95,11% | 6,87 | 98,19% |
| 2 | **Pemegang Saham dan Rapat Umum Pemegang Saham (RUPS)**<br>Shareholders and General Meeting of Shareholders (GMS) | 9,00 | 7,62 | 84,62% | 6,08 | 67,61% |
| 3 | **Dewan Komisaris**<br>Board of Commissioners | 35,00 | 31,24 | 89,26% | 31,62 | 90,33% |
| 4 | **Direksi**<br>Board of Directors | 35,00 | 32,40 | 92,57% | 31,60 | 90,28% |
| 5 | **Pengungkapan Informasi dan Transparansi**<br>Information Disclosure and Transparency | 9,00 | 6,39 | 71,00% | 7,78 | 86,42% |

| No | Aspek Pengujian GCG *Assessment* GCG Assessment Aspects | Bobot Weight | CAPAIAN TAHUN 2023 ACHIEVEMENTS IN 2023 | | CAPAIAN TAHUN 2022 ACHIEVEMENTS IN 2022 | |
|---|---|---|---|---|---|---|
| | | | Skor Score | % Capaian Achievements | Skor Score | % Capaian Achievements |
| 6 | **Aspek Lainnya** Other Aspects | 5,00 | 0,00 | 0,00 | 0,00 | 0,00% |
| **Total** | | | 84,30 | 84,30% | 83,95 | 83,95% |
| **Kategori Penilaian GCG** GCG Assessment Category | | 100,00 | | Baik | | |

## *Area of Improvement* dari Penilaian Penerapan GCG Tahun 2023

Hasil *assessment* GCG di tahun 2023 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 dapat melakukan:
   a. Perusahaan diharapkan memiliki Pedoman Tata Kelola Perusahaan yang Baik (*GCG Code*) dan pedoman perilaku (*Code of Conduct*) yang ditinjau dan dimutakhirkan secara reguler.
   b. Perusahaan diharapkan dapat melakukan survei tingkat pemahaman dengan hasil yang memadai terhadap kebijakan pengendalian Gratifikasi untuk Dewan Komisaris dan organ pendukungnya, Direksi, dan karyawan Perusahaan.
2. Aspek II: Pemegang Saham dan RUPS
   Para Pemegang Saham diharapkan dapat:
   a. Pemegang Saham diharapkan dapat menetapkan pengaturan mengenai rangkap jabatan bagi anggota Dewan Komisaris dengan mengatur dan menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang anggota Dewan Komisaris.
   b. Pemegang saham diharapkan dapat melaksanakan pembahasan atau pengkajian rancangan RJPP 2021-2025 kepada Direksi dan Dewan Komisaris sebelum dilaksanakan pengesahan RJPP selambat-lambatnya 60 (enam puluh) hari setelah diterimanya Rancangan RJPP atau Revisi RJPP secara lengkap atau sebelum tahun periode RJPP atau Revisi RJPP berjalan.
   c. Pemegang Saham diharapkan dapat memberikan pengesahan/persetujuan RKAP secara tepat waktu, selambat lambatnya pada akhir tahun sebelum tahun anggaran berjalan, atau paling lambat 30 (tiga puluh) Hari setelah tahun anggaran berjalan.
   d. Pemegang Saham diharapkan dapat menetapkan besarnya honorarium untuk auditor eksternal pada keputusan RUPS.
   e. Pemegang Saham diharapkan dapat melakukan pembahasan dan evaluasi atas pelaksanaan Tata Kelola Perusahaan yang Baik, serta melakukan upaya-upaya menindaklanjuti *area of improvement* yang dihasilkan dari *assessment* atas pelaksanaan Tata Kelola Perusahaan yang Baik.
   f. Pemegang Saham diharapkan dapat memiliki sistem terhadap informasi yang diterima dari Direksi dan/atau Dewan Komisaris mengenai gejala penurunan kinerja dan kerugian perusahaan yang signifikan.

## Area of Improvement from the 2023 GCG Implementation Assessment

The results of the GCG assessment in 2023 show several areas of improvement that need attention and follow-up, namely:

1. Aspect I: Commitment to the Sustainable Implementation of Good Governance
   Companies are expected to:
   a. Companies are expected to have Good Corporate Governance Guidelines (GCG Code) and codes of conduct (Code of Conduct) which are reviewed and updated regularly.
   b. The Company is expected to be able to conduct a level of understanding survey with adequate results regarding the Gratification control policy for the Board of Commissioners and its supporting organs, Directors and Company employees.
2. Aspect II: Shareholders and GMS
   Shareholders are expected to:
   a. Shareholders are expected to be able to determine regulations regarding multiple positions for members of the Board of Commissioners by regulating and determining the maximum number of Board of Commissioners positions that may be held by a member of the Board of Commissioners.
   b. Shareholders are expected to carry out discussions or reviews of the 2021-2025 RJPP draft with the Board of Directors and Board of Commissioners prior to ratification of the RJPP no later than 60 (sixty) days after receipt of the complete RJPP Draft or RJPP Revision or before the year in which the RJPP or RJPP Revision is running.
   c. Shareholders are expected to ratify/approve the RKAP in a timely manner, no later than the end of the year before the current fiscal year, or no later than 30 days after the current fiscal year.
   d. Shareholders are expected to determine the amount of honorarium for external auditors at the GMS Resolution.
   e. Shareholders are expected to be able to discuss and evaluate the implementation of Good Corporate Governance, as well as make efforts to follow up on areas of improvement resulting from assessments of the implementation of Good Corporate Governance.
   f. Shareholders are expected to have a system for information received from the Board of Directors and/or Board of Commissioners regarding symptoms of a decline in performance and significant company losses.

3. Aspek III: Dewan Komisaris
   Dewan Komisaris diharapkan untuk:
   a. Sekretaris Dewan Komisaris diharapkan membuat dokumen tingkat kehadiran/keaktifan anggota Dewan Komisaris dalam mengikuti program pengenalan perusahaan.
   b. Dewan Komisaris diharapkan untuk melaporkan hasil pelatihan yang telah dijalani sesuai dengan topik/materi pelatihan.
   c. Dewan Komisaris diharapkan dapat menyusun rencana kerja dan anggaran tahunan dengan menambahkan muatan anggaran tahunan dan disahkan oleh Dewan Komisaris.
   d. Dewan Komisaris diharapkan dapat memastikan bahwa kebijakan/pedoman yang memuat bentuk informasi yang disampaikan baik yang berkala maupun insidentil dan terdapat juga standar waktu penyampaiannya dan mekanisme penyampaian informasi tersebut oleh Direksi.
   e. Dewan Komisaris diharapkan memberikan simpulan dalam tanggapan tertulis persetujuan bahwa rancangan RKAP telah selaras atau tidak selaras dengan RJPP.
   f. Proses pembahasan atas saran, permasalahan atau keluhan stakeholder yang dilakukan oleh Dewan Komisaris diharapkan menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).
      i) Dewan Komisaris diharapkan melakukan telaah atas:
         - kebijakan sistem pengendalian *intern*;
         - hasil evaluasi atas efektivitas pengendalian *intern* pada tingkat entitas;
         - *Internal control report*.
      ii) Dewan Komisaris diharapkan Memberikan arahan tentang peningkatan efektivitas sistem pengendalian intern dengan kualitas yang memadai.
   g. Dewan Komisaris diharapkan memberikan nasihat terhadap kebijakan akuntansi dengan kualitas yang memadai.
      i) Dewan Komisaris diharapkan dapat memastikan bahwa terdapat rencana kerja Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap kebijakan pengadaan dan pelaksanaannya;
      ii) Dewan Komisaris diharapkan dapat memberikan nasihat terhadap kebijakan pengadaan dengan kualitas yang memadai.
      iii) Dewan Komisaris diharapkan dapat memastikan bahwa terdapat rencana kerja Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap kebijakan mutu dan pelayanan beserta pelaksanaannya.
      iv) Proses yang dilakukan oleh Dewan Komisaris dalam melakukan pembahas atas pelaksanaan kebijakan mutu dan pelayan diharapkan menggunakan seluruh perangkat di Dewan Komisaris.

3. Aspect III: Board of Commissioners
   The Board of Commissioners is expected to:
   a. The Secretary of the Board of Commissioners is expected to create a document on the level of presence/activity of members of the Board of Commissioners in participating in the company introduction program.
   b. The Board of Commissioners is expected to report the results of the training that has been undertaken in accordance with the training topic/material.
   c. The Board of Commissioners is expected to be able to prepare an annual work plan and budget by adding the contents of the annual budget and ratifying it by the Board of Commissioners.
   d. The Board of Commissioners is expected to ensure that the policies/guidelines contain the form of information submitted both periodically and incidentally and that there is also a standard time for delivery and a mechanism for conveying this information by the Board of Directors.
   e. The Board of Commissioners is expected to provide a conclusion in a written response of approval that the draft RKAP is in line with or not in line with the RJPP.
   f. The process of discussing suggestions, problems or stakeholder complaints carried out by the Board of Commissioners is expected to use all tools within the Board of Commissioners (Board of Commissioners Committee).
      i) The Board of Commissioners is expected to conduct a review of:
         - internal control system policy;
         - evaluation results of the effectiveness of internal control at the entity level;
         - Internal control report.
      ii) The Board of Commissioners is expected to provide direction regarding improving the effectiveness of the internal control system with adequate quality.
   g. The Board of Commissioners is expected to provide advice on accounting policies of adequate quality.
      i) The Board of Commissioners is expected to ensure that there is a work plan for the Board of Commissioners regarding supervision and providing advice on procurement policies and their implementation;
      ii) The Board of Commissioners is expected to provide advice on procurement policies of adequate quality
      iii) The Board of Commissioners is expected to ensure that there is a work plan for the Board of Commissioners regarding monitoring and providing advice on quality and service policies and their implementation.
      iv) The process carried out by the Board of Commissioners in discussing the implementation of quality and service policies is expected to use all tools within the Board of Commissioners.

v) Dewan Komisaris diharapkan memberikan nasihat kepada Direksi mengenai kebijakan mutu dan pelayanan.

h. Komisaris Utama diharapkan menandatangani Laporan Manajemen Triwulanan I s.d. Triwulan III, serta seluruh anggota Dewan Komisaris diharapkan menandatangani Laporan Manajemen Tahunan, setelah dievaluasi/dibahas Dewan Komisaris dan Direksi.
   i) Proses telaah terhadap transaksi atau tindakan Direksi diharapkan menggunakan seluruh perangkat Dewan Komisaris (Komite Dewan Komisaris).
   ii) Dewan Komisaris diharapkan melakukan telaah terhadap transaksi atau tindakan Direksi melalui proses pembahasan internal Dewan Komisaris yang dituangkan dalam risalah rapat internal Dewan Komisaris.

i. Dewan Komisaris diharapkan dapat memastikan bahwa terdapat rencana kerja penunjukan calon auditor dan anggaran biaya audit eksternal dalam RKAT Dewan Komisaris.

j. Dewan Komisaris diharapkan menilai efektivitas pelaksanaan audit internal melalui:

   i) Telaah atas efektivitas pemantauan tindak lanjut hasil audit SPI dan auditor eksternal;
   ii) Telaah rencana kerja pengawasan dan pelaksanaannya;
   iii) Telaah atas manajemen fungsi SPI.

k. Penetapan tertulis terhadap proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan diharapkan dapat dilaksanakan paling lambat 15 (lima belas) hari kalender terhitung sejak tanggal diterimanya calon Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan.

   i) Dewan Komisaris diharapkan melakukan telaah dan/atau penelitian/pemeriksaan terhadap calon-calon Direksi PBM yang diusulkan Direksi, sebelum disampaikan kepada Pemegang Saham.

   ii) Dewan Komisaris diharapkan mengusulkan calon-calon anggota Direksi PBM yang baru kepada RUPS.

l. Dewan Komisaris diharapkan dapat memastikan bahwa terdapat rencana kerja Dewan Komisaris untuk menelaah pengusulan remunerasi Direksi.

m. Seluruh anggota Dewan Komisaris diharapkan melaporkan kepada Perusahaan (Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain.

n. Proses telaah terhadap 1) laporan hasil *assessment/review* atas pelaksanaan tata kelola perusahaan yang baik, *GCG Code*, dan kebijakan teknis lainnya serta memantau tindak lanjut *area of improvement* hasil *assessment GCG* oleh Direksi; 2) telaah atas laporan GCG yang diungkapkan dalam laporan tahunan diharapkan menggunakan seluruh perangkat di

v) The Board of Commissioners is expected to provide advice to the Board of Directors regarding quality and service policies.

h. The President Commissioner is expected to sign the Quarterly Management Report I to. Quarter III, and all members of the Board of Commissioners are expected to sign the Annual Management Report, after being evaluated/discussed by the Board of Commissioners and Directors.
   i) The process of reviewing transactions or actions of The Board of Directors are expected to use all the tools of the Board of Commissioners (Board of Commissioners Committee).
   ii) The Board of Commissioners is expected to review transactions or actions of the Board of Directors through the Board of Commissioners' internal discussion process as outlined in the minutes of the Board of Commissioners' internal meetings.

i. m. The Board of Commissioners is expected to ensure that there is a work plan for appointing prospective auditors and a budget for external audit costs in the Board of Commissioners' RKAT.

j. The Board of Commissioners is expected to assess the effectiveness of internal audit implementation through:
   i) Review the effectiveness of monitoring the follow-up to the audit results of SPI and external auditors;
   ii) Review the supervision work plan and its implementation;
   iii) Review of SPI function management.

k. It is hoped that a written determination regarding the appointment process for the Directors and Board of Commissioners of a subsidiary/joint company can be carried out no later than 15 calendar days from the date the candidates for Directors and Board of Commissioners of a subsidiary/joint company are received.
   i) The Board of Commissioners is expected to conduct a review and/or research/examination of the PBM Director candidates proposed by the Board of Directors, before submitting them to Shareholders.
   ii) The Board of Commissioners is expected to propose candidates for new members of the PBM Board of Directors to the GMS.

l. The Board of Commissioners is expected to ensure that there is a work plan for the Board of Commissioners to review the Board of Directors' remuneration proposals.

m. All members of the Board of Commissioners are expected to report to the Company (Corporate Secretary) to be recorded in the Special Register regarding their and/or family's share ownership in the company and other companies.

n. Review process of 1) assessment/review results report on the implementation of good corporate governance, GCG Code, and other technical policies as well as monitoring follow-up on areas of improvement on GCG assessment results by the Board of Directors; 2) review of the GCG report disclosed in the annual report is expected to use all tools within the Board of

Dewan Komisaris (Komite Dewan Komisaris).

i) Dewan Komisaris diharapkan mengevaluasi pencapaian kinerja masing masing anggota Dewan Komisaris yang juga dituangkan dalam risalah Rapat Dewan Komisaris.

ii) Dewan Komisaris diharapkan dapat memastikan bahwa penilaian kinerja Dewan Komisaris telah dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.

o. Dewan Komisaris diharapkan dapat memastikan bahwa terdapat muatan tentang pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya dalam Pedoman/ Tata Tertib Rapat Dewan Komisaris.

i) Dewan Komisaris diharapkan memiliki rencana penyelenggaraan rencana rapat internal Dewan Komisaris dan Rapat Dewan Komisaris yang dihadiri Direksi (Rapat Gabungan), dengan jumlah dan waktu penyelenggaraan rapat sesuai ketentuan yang berlaku.

ii) Dewan Komisaris diharapkan dapat memastikan bahwa jumlah rapat dan agenda yang dibahas sesuai dengan yang direncanakan.

p. Sekretaris Dewan Komisaris diharapkan menyediakan dan menyampaikan bahan-bahan rapat kepada peserta rapat paling lambat 3 (tiga) hari sebelum diadakan rapat.

q. Komite Dewan Komisaris diharapkan menyusun program kerja tahunan yang disetujui/ditetapkan oleh Dewan Komisaris untuk Komite Dewan Komisaris dengan menambahkan muatan program kerja yang berkaitan dengan *self-assessment* kinerja komite.

r. Komite Dewan Komisaris diharapkan dapat memastikan jumlah pertemuan berkala dan agenda yang dibahas telah sesuai dengan program kerja tahunan serta jumlah kegiatan lain yang ditugaskan sesuai yang ditugaskan Dewan Komisaris.

i) Komite Dewan Komisaris diharapkan menyampaikan laporan kepada Dewan komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi.

ii) Seluruh Komite Dewan Komisaris diharapkan menyampaikan laporan triwulanan dan tahunan 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:

a. Direksi diharapkan untuk melaporkan hasil pelatihan yang telah dijalani sesuai dengan topik/materi pelatihan.

Commissioners (Board of Commissioners Committee).

i) The Board of Commissioners is expected to evaluate the performance achievements of each member of the Board of Commissioners, which is also stated in the minutes of the Board of Commissioners Meeting.

ii) The Board of Commissioners is expected to ensure that the performance assessment of the Board of Commissioners has been reported in the Report on the Implementation of the Board of Commissioners' Supervisory Duties.

o. The Board of Commissioners is expected to ensure that there is content regarding the implementation of follow-up evaluations of the results of previous meetings in the Board of Commissioners Meeting Guidelines/Rules.

i) The Board of Commissioners is expected to have a plan for holding internal meetings of the Board of Commissioners and Board of Commissioners meetings attended by the Board of Directors (Joint Meetings), with the number and time of holding meetings in accordance with applicable regulations.

ii) The Board of Commissioners is expected to ensure that the Total Meetings and agendas discussed are as planned.

p. The Secretary of the Board of Commissioners is expected to provide and deliver meeting materials to meeting participants no later than 3 (three) days before the meeting is held.

q. The Board of Commissioners Committee is expected to prepare an annual work program that is approved/ established by the Board of Commissioners for the Board of Commissioners Committee by adding work program content related to self-assessment of the committee's performance.

r. The Board of Commissioners Committee is expected to ensure that the number of regular meetings and agendas discussed are in accordance with the annual work program as well as the number of other activities assigned as assigned by the Board of Commissioners.

i) The Board of Commissioners Committee is expected to submit a report to the Board of Commissioners regarding each implementation of the assignment accompanied by recommendations.

ii) All Committees of the Board of Commissioners are expected to submit quarterly and annual reports 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 activities and recommendations.

4. Aspect IV: Board of Directors

Board of Directors are expected to:

a. The Board of Directors are expected to report the results of the training they have undertaken in accordance with the training topic/material.

b. Direksi diharapkan dapat memastikan bahwa SOP untuk proses bisnis inti dilaksanakan konsisten dan dibuktikan dengan tidak adanya penyimpangan atas prosedur.
c. Direksi diharapkan menyampaikan rancangan RJPP 2020-2024 kepada RUPS dan/atau Dewan Komisaris tepat waktu atau sesuai jadwal waktu ditentukan. Penyampaian paling lambat sebelum 30 September tahun berjalan, sebelum disahkan dalam RUPS.

d. Direksi diharapkan menyampaikan rancangan RKAP Tahun 2023 kepada RUPS dan/atau Dewan Komisaris tepat waktu atau sesuai jadwal waktu ditentukan. Penyampaian paling lambat kepada Pemegang Saham pada tanggal 31 Oktober tahun berjalan. Jika pengesahan oleh RUPS, maka penyampaian kepada Dewan Komisaris sebelum 15 September tahun berjalan.
e. Direksi diharapkan dapat memastikan bahwa telah terdapat lebih dari 85% penempatan karyawan pada setiap level jabatan dalam organisasi perusahaan, yang artinya tidak terdapat lebih dari 15% jabatan yang kosong.
   i) Direksi diharapkan memastikan bahwa perusahaan telah memiliki harga perkiraan sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan yang kemudian nilai HPS diinformasikan secara terbuka.
   ii) Direksi diharapkan dapat memastikan SOP pengadaan barang dan jasa dan kebijakan perusahaan telah dijalankan dengan benar.

   iii) Direksi diharapkan memastikan bahwa tidak terdapat temuan temuan audit dari auditor eksternal dan auditor internal mengenai pengadaan yang merugikan perusahaan dan tidak terdapat sanggahan pemilihan penyedia barang/jasa perusahaan.
   iv) Direksi diharapkan dapat memastikan terdapat pelaksanaan survei tingkat kepuasan pemasok terhadap perusahaan dengan parameter penilaian terkait transparansi dalam pengadaan barang dan jasa yang dilakukan.
   v) Direksi diharapkan memastikan pelaksanaan kebijakan/program pendidikan dan pelatihan tersebut sesuai dengan rencana kerja yang telah ditetapkan.
   vi) Direksi diharapkan memastikan bahwa tingkat keadilan atas kesempatan pendidikan dan pelatihan karyawan untuk karyawan diberikan memadai.
   vii) Direksi diharapkan memastikan bahwa tingkat keadilan dan tingkat kompetitif skema remunerasi yang diberlakukan perusahaan memadai.

f. Direksi diharapkan dapat memastikan terdapat pelaksanaan survei tingkat kepuasan pemasok terhadap perusahaan.
g. Direksi diharapkan memastikan terdapat kebijakan perusahaan sebagai avalis.

b. The Board of Directors are expected to ensure that SOPs for core business processes are implemented consistently and proven by the absence of deviations from procedures.
c. The Board of Directors are expected to submit the draft RJPP 2020-2024 to the GMS and/or the Board of Commissioners on time or according to the specified time schedule. Submission is no later than September 30 of the current year, before being ratified at the GMS.
d. The Board of Directors are expected to submit the 2023 RKAP draft to the GMS and/or the Board of Commissioners on time or according to the specified time schedule. Submission to Shareholders is no later than October 31 of the current year. If ratified by the GMS, then submission to the Board of Commissioners before September 15 of the current year.

e. The Board of Directors are expected to ensure that there are more than 85% employee placements at each position level in the company organization, which means that there are no more than 15% vacant positions.
   i) The Board of Directors are expected to ensure that the company has its own estimated price (HPS) which is calculated expertly and based on reliable data and then the HPS value is openly informed.

   ii) The Board of Directors are expected to ensure that SOPs for the procurement of goods and services and company policies have been implemented correctly.
   iii) The Board of Directors are expected to ensure that there are no audit findings from external auditors and internal auditors regarding procurement that are detrimental to the company and that there are no objections to the selection of providers of the company's goods/services.
   iv) The Board of Directors are expected to ensure that there is a survey on the level of supplier satisfaction with the company with assessment parameters related to transparency in the procurement of goods and services carried out.
   v) The Board of Directors are expected to ensure that the implementation of education and training policies/programs is in accordance with the work plans that have been established.
   vi) The Board of Directors are expected to ensure that the level of fairness in education and employee training opportunities for employees is provided is adequate.
   vii) The Board of Directors are expected to ensure that the level of fairness and competitiveness of the remuneration scheme implemented by the company is adequate.
f. The Board of Directors are expected to ensure that there is a survey of supplier satisfaction levels with the company.
g. The Board of Directors are expected to ensure that company policies are in place as avalis.

h. Direksi diharapkan memastikan terdapat prosedur tertulis atas mekanisme penanganan keluhan pemasok.
   i) Direksi diharapkan memastikan agar Perusahaan mampu memenuhi harapan Pemegang Saham melalui pencapaian target target yang telah disepakati
   ii) Direksi diharapkan memastikan agar Perusahaan mampu meningkatkan kinerja perusahaan (sesuai KPI yang ditetapkan) dari tahun-tahun sebelumnya.
   iii) Perusahaan diharapkan memastikan terdapat kebijakan tentang pembinaan usaha kecil.
   iv) Direksi diharapkan memastikan Perusahaan melaksanakan program kemitraan dengan usaha kecil.

i. Direksi diharapkan memastikan adanya Surat pernyataan Direksi tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga, jabatan lain, atau golongan dengan kepentingan perusahan untuk seluruh anggota Direksi yang diperbaharui di awal tahun.

   i) Direksi diharapkan memastikan penyampaian laporan manajemen triwulanan dan tahunan serta laporan tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham.

   ii) Direksi diharapkan memastikan penyampaian laporan manajemen (triwulanan dan tahunan) dan laporan tahunan kepada Dewan Komisaris tepat waktu, yakni sebelum batas waktu penyampaian kepada Pemegang Saham.
   iii) Direksi diharapkan memastikan penyampaian laporan manajemen triwulanan yang telah ditandatangani oleh seluruh anggota Direksi serta laporan manajemen tahunan dan laporan tahunan yang ditandatangani oleh seluruh anggota Direksi dan anggota Dewan Komisaris, dan laporan tahunan kepada Pemegang Saham.

j. Direksi diharapkan dapat memastikan bahwa Penyelenggaraan Rapat Direksi telah sesuai dengan rencana yang ditetapkan dalam RKAT.
k. Direksi diharapkan dapat memastikan pelaksanaan pengesahan/persetujuan RJPP dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan.

5. Aspek V: Pengungkapan Informasi dan Transparansi.
   Direksi dan Perusahaan diharapkan untuk:
   a. Perusahaan diharapkan untuk memastikan adanya pengelolaan *website* yang sesuai dengan kebijakan yang ditetapkan secara konsisten.
   b. Perusahaan diharapkan dapat melaksanakan kegiatan pertemuan/*gathering* dengan *stakeholders* dan bentuk lainnya untuk mengkomunikasikan kebijakan informasi penting Perusahaan.

h. The Board of Directors are expected to ensure that there are written procedures for mechanisms for handling supplier complaints.
   i) The Board of Directors are expected to ensure that the Company is able to meet Shareholders' expectations through achieving agreed targets.

   ii) The Board of Directors are expected to ensure that the Company is able to improve the company's performance (according to the determined KPIs) from previous years.
   iii) Companies are expected to ensure that there is a policy regarding small business development.
   iv) The Board of Directors are expected to ensure that the Company implements partnership programs with small businesses.

i. The Board of Directors are expected to ensure that there is a Statement Letter from the Board of Directors that does not have a conflict of interest between personal/family interests, other positions, or groups and the interests of the company for all members of the Board of Directors which is updated at the beginning of the year.
   i) The Board of Directors are expected to ensure the submission of quarterly and annual management reports as well as annual reports to the Board of Commissioners before being submitted to Shareholders.
   ii) The Board of Directors are expected to ensure the submission of management reports (quarterly and annual) and annual reports to the Board of Commissioners on time, namely before the deadline for submission to Shareholders.
   iii) The Board of Directors are expected to ensure the submission of quarterly management reports that have been signed by all members of the Board of Directors as well as annual management reports and annual reports signed by all members of the Board of Directors and members of the Board of Commissioners, and annual reports to Shareholders

j. The Board of Directors are expected to ensure that the implementation of Board of Directors Meetings is in accordance with the plans set out in the RKAT.
k. The Board of Directors are expected to ensure that the ratification/approval of the RJPP is carried out no later than 60 (sixty) days after receipt of the complete RJPP Draft or before the next RJPP period runs.

5. Aspect V: Information Disclosure and Transparency.
   The Board of Directors and the Company are expected to:
   a. Companies are expected to ensure that website management is consistent with established policies.

   b. Companies are expected to be able to carry out meetings/gatherings with stakeholders and other forms of communicating important company information policies.

c. Perusahaan diharapkan dapat memuat informasi keuangan dalam bentuk perbandingan 5 (Lima) tahun buku dalam Laporan Tahunan.
d. Perusahaan diharapkan untuk memastikan adanya muatan struktur organisasi dalam bentuk bagan, meliputi nama dan jabatan pada Laporan Tahunan.
e. Perusahaan diharapkan untuk memastikan adanya muatan Pelatihan karyawan yang Akan dilakukan pada Laporan Tahunan.
f. Perusahaan diharapkan untuk memastikan adanya muatan Jasa lain yang diberikan akuntan selain jasa financial audit pada Laporan Tahunan.
g. Perusahaan diharapkan untuk memastikan adanya muatan masa berlaku penghargaan dan sertifikasi yang diterima perusahaan baik yang berskala nasional maupun internasional pada Laporan Tahunan.
h. Perusahaan diharapkan untuk memastikan adanya muatan pembahasan dan analisis tentang informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi pada Laporan Tahunan.
i. Perusahaan diharapkan untuk memastikan adanya muatan biaya yang telah dikeluarkan untuk aktivitas yang berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen pada Laporan Tahunan
j. Perusahaan diharapkan untuk memastikan adanya muatan 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 mitra usaha binaan Perusahaan, program pengembangan pendidikan, program pengembangan seni budaya, biaya yang telah dikeluarkan pada Laporan Tahunan.
k. Perusahaan diharapkan untuk memastikan adanya muatan biaya yang telah dikeluarkan untuk aktivitas yang berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai aktivitas lingkungan pada Laporan Tahunan.
l. Perusahaan diharapkan untuk memastikan adanya muatan perkara penting yang sedang dihadapi oleh perusahaan, Direksi dan anggota Dewan Komisaris yang sedang menjabat dan klaim material yang diajukan oleh dan/atau terhadap perusahaan, dan perkara yang ada di badan peradilan atau badan arbitrase yang melibatkan perusahaan, mencakup pengaruhnya terhadap kondisi keuangan perusahaan pada Laporan Tahunan.
m. Perusahaan diharapkan untuk memastikan adanya muatan akses informasi dan data perusahaan, yaitu uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui *website*, media massa, *mailing list*, bulletin dsb, pada Laporan Tahunan.
n. Perusahaan diharapkan untuk berpartisipasi dalam acara *Annual Report Award* (ARA).
o. Perusahaan diharapkan untuk memenangkan penghargaan *Annual Report Award* (ARA) Tahun 2022.

c. Companies are expected to be able to include financial information in the form of a comparison of 5 (five) financial years in the Annual Report.
d. Companies are expected to ensure that there is an organizational structure in the form of a chart, including names and positions in the Annual Report.
e. Companies are expected to ensure that employee training is included in the Annual Report.
f. Companies are expected to ensure that there are other services provided by accountants apart from financial audit services in the Annual Report.
g. Companies are expected to ensure that the validity period of awards and certifications received by the company, both national and international, is included in the Annual Report.
h. Companies are expected to ensure that there is discussion and analysis of financial information that has been reported which contains extraordinary and rare events in the Annual Report.
i. Companies are expected to ensure the costs incurred for activities related to their responsibilities.
j. Companies are expected to ensure that there is content regarding activities and costs incurred related to corporate social responsibility, especially regarding the "community development program" that has been carried out, including, among other things, information about the Company's fostered business partners, educational development programs, arts and culture development programs, costs incurred has been issued in the Annual Report.
k. Companies are expected to ensure that the costs incurred for activities related to corporate social responsibility, especially regarding environmental activities, are included in the Annual Report.
l. The company is expected to ensure that there are important cases being faced by the company, the Board of Directors and members of the Board of Commissioners who are currently in office and material claims submitted by and/or against the company, and cases that are in the judiciary or arbitration bodies involving the company, including the impact on the company's financial condition in the Annual Report.
m. Companies are expected to ensure that there is access to company information and data, namely a description of the availability of access to company information and data to the public, for example through websites, mass media, mailing lists, bulletins, etc., in the Annual Report.
n. Companies are expected to participate in the Annual Report Award (ARA) event.
o. The company is expected to win the 2022 Annual Report Award (ARA).

Perusahaan diharapkan untuk berpartisipasi dan memperoleh penghargaan dalam CSR (*Sustainability Reporting Award*) dan sejenisnya.

## Pengembangan Kualitas Penerapan GCG dan Benchmarking

### Inisiatif Strategis Penguatan dan pengembangan kualitas Penerapan GCG

Di sepanjang tahun 2023, Perusahaan telah melakukan berbagai upaya guna meningkatkan kualitas penerapan GCG. Pada tahun 2023, Perusahaan berfokus pada:

1. Pelaksanaan *Self Assessment* GCG;
2. *Monitoring* dan tindak lanjut rekomendasi hasil penilaian/ *assessment* GCG tahun 2022;
3. Sosialisasi dan pengisian LHKPN;
4. Pelaksanaan sistem kepatuhan melalui aplikasi *compliance online system*;
5. Sosialisasi GCG ke Pekerja baru dan Rutin ke seluruh Pekerja tiap tahun;
6. Pelaksanaan *Surveillance* Sertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016

### Sosialisasi dan Internalisasi GCG di Pertamedika IHC

**RESUME / COMPLIANCE**

1. Progran Kepatuhan melalui pengisian aplikasi *compliance online system* mengisi setiap 3 (tiga) bulan sekali bagi Seluruh Direksi dan Pekerja PWT dan PWTT Pertamedika IHC;
2. Mengisi laporan e-LHKPN bagi Wajib Lapor LHKPN unit usaha dan AP tahun 2023 sebanyak 337 wajib lapor level Komisaris, direksi, pejabat asman ke atas;
3. Sosialisasi GCG, Grativikasi, SMAP dan program- program kepatuhan yang lain bagi seluruh, Direksi, Dewan Komisaris dan Pekerja di lingkungan Pertamedika IHC;
4. Mengikuti kegitan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37000:2016 dengan sertifikasi SMAP yang dapat dipertahankan;
5. Mengikuti pelatihan, Rakor dan Raker kegiatan fungsi *compliance* di Pertamina Persero;
6. Mengikuti ajang apresiasi Bribery Award Pertamina dan mendapat penghargaan untuk *Innovation of Bribery Prevention Program;*
7. Dan kegiatan-kegitan program kepatuhan yang lain.

## 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*);

Companies are expected to participate and receive awards in CSR (Sustainability Reporting Award) and the like.

## Development of the Quality of GCG Implementation and Benchmarking

### Strategic Initiatives to Strengthen and develop the quality of GCG Implementation

Throughout 2023, the Company has made various efforts to improve the quality of GCG implementation. In 2023, the Company focuses on:

1. Implementation of GCG Self Assessment;
2. Monitoring and following up on recommendations from the 2022 GCG assessment;
3. Socialization and filling out LHKPN;
4. Implementation of a compliance system through the online compliance system application;
5. GCG socialization to new workers and routinely to all workers every year;
6. Implementation of ISO 37001:2016 Anti-Bribery Management System Certification Surveillance

### Socialization and Internalization of GCG at Pertamedika IHC

**COMPLIANCE ACTIVITIES RESUME**

1. Compliance Program through filling out the online compliance system application once every 3 months for all Directors and Employees of PWT and PWTT Pertamedika IHC;
2. Fill in the e-lhkpn report for the 2023 LHKPN Compulsory Reports of business units and APs, as many as 337 must report at the level of Commissioners, directors, civil servants and above;
3. Socialization of GCG, Gratification, SMAP and other compliance programs for all Directors, Board of Commissioners and Employees within Pertamedika IHC;
4. Follow ISO 37000:2016 Anti-Bribery Management System (SMAP) activities with SMAP certification that can be maintained;
5. Participate in training, coordination meetings and coordination meetings for compliance function activities at Pertamina Persero
6. Participated in the Pertamina Bribery Award appreciation event and received an award for Innovation of Bribery Prevention Program.
7. And other compliance program activities

## Online Compliance System

In order to improve the quality of GCG implementation in the company environment, Pertamedika IHC developed an online compliance system (Compliance Online System/COS) based on Decree No: Kpts-1545/A00000/2021-SO dated 1 November 2021 as a means for employees to convey:

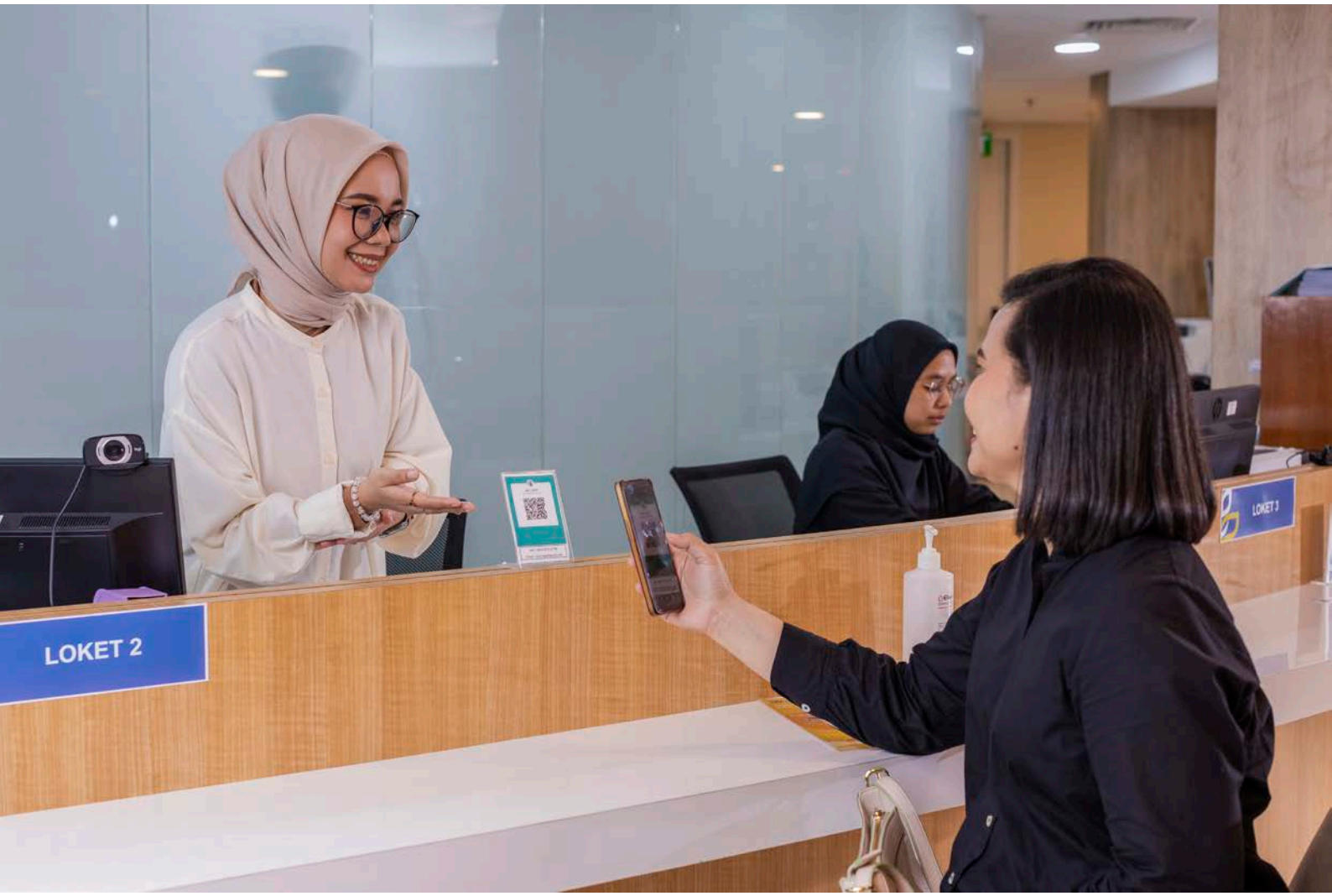
1. Statement of Conflict of Interest and Potential Conflict of Interest;
2. Statement of Compliance with the Code of Conduct;

3. Pernyataan telah menyampaikan LHKPN setingkat Direksi, *Vice President*, Kepala SPI, *Corporate Secretary*, para Manajer di Perseroan 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.

3. Statement of having submitted LHKPN at the level of Directors, Vice President, Head of SPI, Corporate Secretary, Managers in the Company as well as Directors and Vice Directors of business units; And
4. Report on rejection, acceptance and giving of gratification.

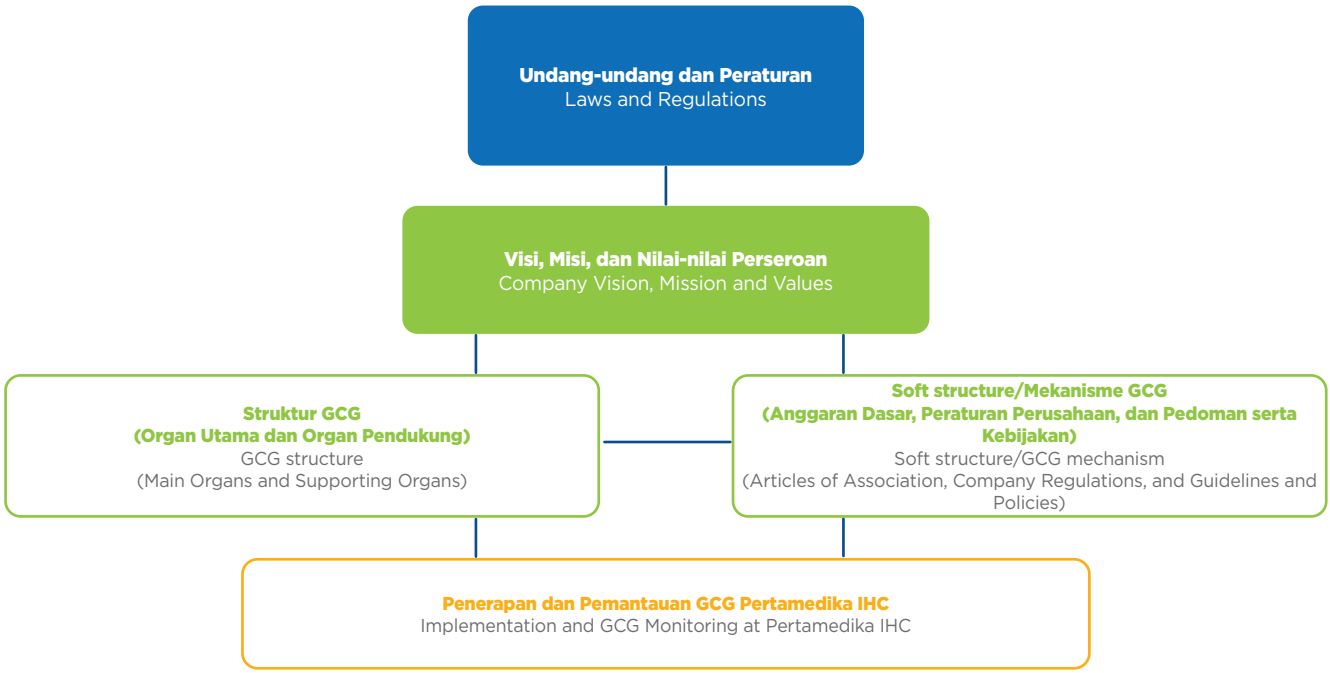
Mandatory Reporting Status (WL) is owned by all Pertamedika IHC employees, thus they have the obligation to make reports via COS which are designed to reach every Pertamedika IHC employee who is placed in various assignment locations in Pertamedika IHC business units throughout Indonesia.



# STRUKTUR DAN MEKANISME GCG
## GCG STRUCTURE AND MECHANISMS

Struktur dan Mekanisme Tata Kelola Perusahaan Pertamedika IHC

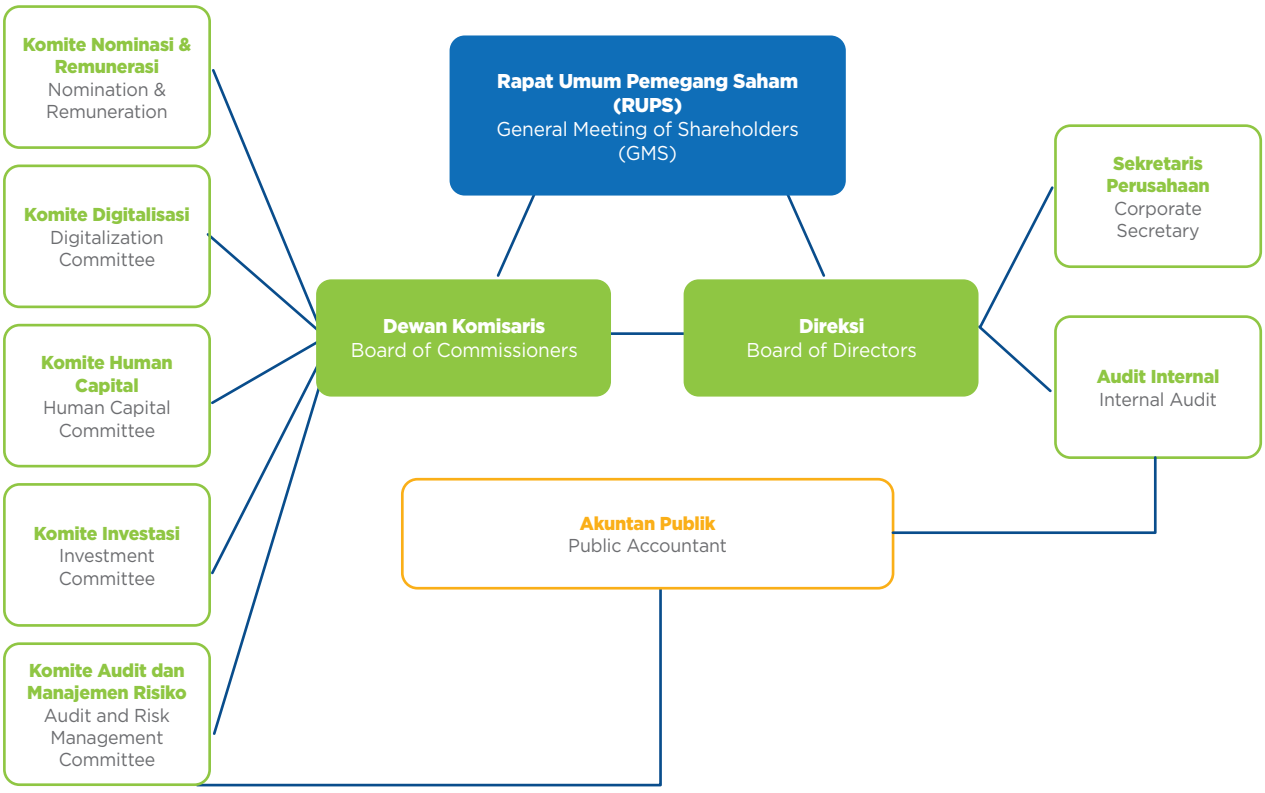
Structure and Mechanism of Corporate Governance at Pertamedika IHC




## Struktur GCG

## GCG structure

**Struktur Tata Kelola Perusahaan yang Baik Pertamedika IHC**
Structure of Good Corporate Governance at Pertamedika IHC



Sesuai Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Perseroan, organ utama dalam struktur GCG Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS) sebagai forum pengambilan keputusan bagi pemegang saham, Direksi dengan tugas pengelolaan organisasi dan usaha, serta Dewan Komisaris yang berfungsi melakukan pengawasan. Agar tugas dan fungsi Direksi serta Dewan Komisaris dapat berjalan lancar dan sesuai peraturan serta perundang-undangan yang berlaku, Direksi dan Dewan Komisaris dibantu oleh organ-organ pendukung yang memiliki perannya masing-masing. Direksi dibantu oleh Sekretaris Perusahaan dan Auditor Internal, sementara Dewan Komisaris didukung oleh Komite Audit dan Manajemen Risiko, Komite Investasi, Komite Human Capital, dan Komite Digitalisasi.

In accordance with Law no. 40 of 2007 concerning Limited Liability Companies and the Company's Articles of Association, the main organs in the Company's GCG structure consist of the General Meeting of Shareholders (GMS) as a decision-making forum for shareholders, the Board of Directors with the task of managing the organization and business, and the Board of Commissioners whose function is to carry out supervision. So that the duties and functions of the Board of Directors and Board of Commissioners can run smoothly and in accordance with applicable laws and regulations, the Board of Directors and Board of Commissioners are assisted by supporting organs who have their respective roles. The Board of Directors are assisted by the Corporate Secretary and Internal Auditor, while the Board of Commissioners is supported by the Audit and Risk Management Committee, Investment Committee, Human Capital Committee and Digitalization Committee.

Perseroan juga berupaya memenuhi kepatuhan terhadap peraturan serta perundang-undangan yang berlaku dengan melakukan audit eksternal terhadap laporan keuangan. Audit eksternal ini dilakukan oleh Akuntan Publik dengan pemilihan melalui mekanisme organisasi yang berlaku. Hasil audit eksternal oleh Akuntan Publik diharapkan dapat memenuhi asas transparansi dan akuntabilitas dalam laporan keuangan Perseroan yang mencerminkan kinerja usaha sebagai faktor paling fundamental.

The company also strives to fulfill compliance with applicable laws and regulations by conducting external audits of financial reports. This external audit is carried out by Public Accountants by selection through the applicable organizational mechanisms. The results of external audits by Public Accountants are expected to fulfill the principles of transparency and accountability in the Company's financial reports which reflect business performance as the most fundamental factor.

## Soft Structure GCG

Agar Struktur Tata Kelola di atas dapat berjalan dengan baik dan memiliki batasan tanggung jawab masing-masing, diperlukan Proses Tata Kelola seperti peraturan dan perundang-undangan dan serangkaian aturan internal, yang diharapkan dapat menciptakan lingkungan organisasi Perseroan berbasis pengelolaan yang akuntabel.

Perseroan telah memiliki *soft structure* GCG yang digunakan sebagai acuan dalam menjalankan tugas dan tanggung jawab seluruh organ Perseroan. Kebijakan-kebijakan yang berlaku di Perusahaan secara berkala dilakukan reviu guna memastikan relevansinya dengan peraturan dan perundang-undangan yang berlaku, perkembangan dunia usaha dan kondisi internal Pertamedika IHC. Berikut kebijakan tata kelola perusahaan Pertamedika IHC, antara lain:

## GCG Soft Structure

In order for the above Governance Structure to run well and have individual boundaries of responsibility, a Governance Process is needed such as regulations and legislation and a series of internal rules, which are expected to create an organizational environment for the Company based on accountable management.

The Company has a GCG soft structure which is used as a reference in carrying out the duties and responsibilities of all Company organs. The policies in force at the Company are regularly reviewed to ensure their relevance to applicable laws and regulations, developments in the business world and the internal conditions of Pertamedika IHC. The following are Pertamedika IHC's corporate governance policies, including:

| Kebijakan dan Prosedur<br>Policies and Procedures | Penetapan<br>Determination |
|---|---|
| **Anggaran Dasar Perusahaan**<br>Company's articles of association | **Akta No. 42 Tahun 2022, tanggal 7 Agustus 2020**<br>Deed No. 42 of 2022, August 7, 2020 |
| **Pedoman Pelaksanaan GCG**<br>GCG Implementation Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts - 1550/ A00000/2021-SO Tentang Pedoman Tata Kelola Perusahan**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts - 1550/ A00000/2021-SO Concerning Company Governance Guidelines |
| **Kode Etik Bisnis Perusahaan**<br>Company Business Code of Conducts | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts - 1793/ A00000/2021-SO Tentang Pedoman Tata Perilaku Dan Etika Bisnis**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts - 1793/ A00000/2021-SO About the Code of Business Conduct and Ethics |

| Kebijakan dan Prosedur<br>Policies and Procedures | Penetapan<br>Determination |
|---|---|
| **Pedoman Compliance Online System**<br>Online Compliance System Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts -1545/ A00000/2021-SO Tentang Pedoman Penyampaian Laporan-Laporan Atas Program Kepatuhan Melalui Compliance Online System**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts -1545/ A00000/2021-SO Regarding Guidelines for Submitting Reports on Compliance Programs Through the Compliance Online System |
| **Pedoman Pengendalian Gratifikasi**<br>Gratification Control Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts - 001/ A00000/2022-SO Tentang Pedoman Pengendalian Gratifikasi**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts - 001/ A00000/2022-SO Regarding Gratification Control Guidelines |
| **Pedoman Unit Pengendali Gratifikasi**<br>Gratification Control Unit Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts- 003/ A00000/2022-SO Tentang Pedoman Unit Pengendalian Gratifikasi**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts- 003/ A00000/2022-SO About Gratification Control Unit Guidelines |
| **Pedoman LHKPN**<br>LHKPN Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts-1515/ A00000/2022-SO Tentang Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di PT Pertamina Bina Medika IKH dan Anak Perusahaan**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts-1515/ A00000/2022-SO Regarding Management of Delivery Obligations State Officials' Wealth Report (LHKPN) at PT Pertamina Bina Medika IKH and Subsidiaries |
| **Kebijakan Mutu, Kesehatan & Keselamatan Kerja dan Lingkungan (K3L)**<br>Quality, Health & Safety and Environmental (K3L) Policy | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts 0923 / A30000/2022-SO tanggal 22 Juli 2022 tentang kebijakan Mutu, Kesehatan & Keselamatan Kerja dan Lingkingan (K3L)**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts 0923 / A30000/2022-SO dated July 22, 2022 concerning Quality, Health & Safety and Work Environment (K3L) policies |
| **Pedoman Sistem Manajemen Anti Penyuapan**<br>Anti-Bribery Management System Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts 1162 / A00000/2022-SO tanggal 22 Juli 2022 tentang Penetapan Pedoman Sistem Manajemen Anti Penyuapan**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts 1162 / A00000/2022-SO dated July 22, 2022 concerning Determination of Anti-Bribery Management System Guidelines |
| **Pedoman Benturan Kepentingan (*Conflict of Interest*)**<br>Conflict of Interest Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts -1788/ A00000/2021-50 Tentang Pedoman Benturan Kepentingan**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts -1788/ A00000/2021-50 Concerning Conflict of Interest Guidelines |
| **Pedoman Penanganan Perkara**<br>Case Handling Guidelines | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts-1688/ A00000/2022-50 Tentang Penanganan Perkara di PT Pertamina Bina Medika IHC**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts-1688/ A00000/2022-50 Concerning Case Handling at PT Pertamina Bina Medika IHC |

## Mekanisme GCG

Mekanisme *Good Corporate Governance* merupakan proses atas implementasi prinsip Tata Kelola yang didukung oleh kecukupan struktur dan infrastruktur Tata Kelola Perusahaan, sehingga menghasilkan *outcome* yang sesuai dengan harapan pemangku kepentingan. Penerapan Tata Kelola tidak cukup hanya dengan mengandalkan pilar *governance structure*, melainkan dibutuhkan adanya struktur yang jelas dalam proses mekanisme. Proses penerapan Tata Kelola melekat pada struktur Tata Kelola Sebagaimana yang terlihat dari Struktur Organ Tata Kelola Pertamedika IHC.

## GCG Mechanism

The Good Corporate Governance mechanism is a process of implementing Governance principles which is supported by adequate Corporate Governance structure and infrastructure, so as to produce outcomes that are in line with stakeholder expectations. Implementing Governance is not enough just to rely on the pillars of governance structure, but requires a clear structure in the mechanism process. The process of implementing Governance is attached to the Governance structure as can be seen from the Governance Organ Structure at Pertamedika IHC.

# RAPAT UMUM PEMEGANG SAHAM (RUPS)

## GENERAL MEETING OF SHAREHOLDERS (GMS)

RUPS adalah organ tertinggi dalam struktur tata kelola Pertamedika IHC yang memiliki hak dan kewenangan yang tidak dimiliki oleh Dewan Komisaris dan Direksi dalam batasan yang ditentukan oleh ketentuan peraturan perundang-undangan dan Anggaran Dasar Perusahaan. RUPS adalah rapat yang dihadiri oleh Pemegang Saham yang memenuhi syarat kuorum dan diselenggarakan oleh Direksi atas permintaan Dewan 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 Dewan Komisaris.

RUPS juga menjadi media komunikasi antara Pemegang Saham dengan Dewan Komisaris dan Direksi melalui forum untuk menyampaikan laporan pertanggungjawaban atas pelaksanaan tugas serta hasil kinerja Perseroan kepada Pemegang Saham.

RUPS merupakan wadah bagi para Pemegang Saham untuk dapat menggunakan haknya dalam mengemukakan pendapat dan memperoleh informasi yang berkaitan dengan Perseroan sepanjang berhubungan dengan mata acara rapat dan tidak bertentangan dengan kepentingan Perseroan serta memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan. Keputusan yang diambil dalam RUPS didasarkan pada kepentingan Perseroan, serta dilakukan secara wajar dan transparan.

The GMS is the highest organ in the governance structure of Pertamedika IHC which has rights and authority that are not possessed by the Board of Commissioners and Directors within the limits determined by the provisions of laws and regulations and the Company's Articles of Association. A GMS is a meeting attended by Shareholders who meet the quorum requirements and held by the Board of Directors at the request of the Board of Commissioners, Directors or shareholders representing 1/10 of the total shares in order to take important decisions relating to capital invested in the company and/ or to make decisions on matters whose authority is not delegated to the Board of Directors or Board of Commissioners.

The GMS is also a communication medium between Shareholders and the Board of Commissioners and Directors through a forum to submit accountability reports for the implementation of the Company's duties and performance results to Shareholders.

The GMS is a forum for Shareholders to be able to exercise their rights to express opinions and obtain information relating to the company as long as it is related to the agenda of the meeting and does not conflict with the interests of the company and takes into account the provisions of the company's Articles of Association and statutory regulations. Decisions taken at the GMS are based on the interests of the Company, and are carried out fairly and transparently.

## Pemegang Saham

Pemegang Saham sebagai pemilik modal memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perusahaan.

## Shareholders

Shareholders as capital owners have rights and responsibilities in accordance with statutory regulations and the Company's Articles of Association.

**Komposisi Pemegang Saham Pertamedika IHC Per 31 Desember 2023**
Shareholders Composition at Pertamedika IHC As of December 31, 2023

| No | Nama Pemegang Saham<br>Name of Shareholder | Persentase Kepemilikan<br>Ownership Percentage |
|---|---|---|
| 1 | PT Pertamina (Persero) | 81,11% |
| 2 | PT Pelabuhan Indonesia (Persero) | 6,00% |
| 3 | PT Perkebunan Nusantara I | 9,30% |
| 4 | PT Timah Tbk | 1,78% |
| 5 | PT Krakatau Steel (Persero) Tbk | 0,75% |
| 6 | PT Krakatau Sarana Infrastruktur | 0,61% |
| 7 | PT Krakatau Bandar Samudera | 0,44% |
| 8 | PT Pertamina Pedeve Indonesia | 0,01% |
| | Total | 100,00% |

## Pemegang Saham Utama/Pengendali

Dari tabel di atas, diketahui bahwa pemegang saham utama/pengendali adalah PT Pertamina (Persero) dengan kepemilikan saham sebesar 81,11%.

## Hak dan Kewenangan Pemegang Saham

1. Menghadiri RUPS dan memberikan suara sesuai dengan klasifikasi dan jumlah saham yang dimiliki.
2. Menerima pembagian dari keuntungan Perseroan dalam bentuk dividen dan bentuk pembagian keuntungan lainnya sebanding dengan jumlah saham yang dimilikinya.
3. Memperoleh informasi material mengenai Perseroan secara tepat waktu dan teratur.
4. Memberikan kuasa dengan hak substitusi kepada perorangan atau badan hukum untuk mewakilinya dalam RUPS.
5. Menerima secara proporsional sisa lebih perhitungan likuidasi apabila Perseroan dilikuidasi.
6. Mengajukan gugatan ke Pengadilan Negeri terhadap anggota Direksi yang karena kesalahan atau kelalaiannya menimbulkan kerugian pada Perseroan (Pemegang Saham yang mewakili paling sedikit 1/10 (satu per sepuluh) bagian dari jumlah seluruh saham dengan hak suara yang sah).
7. Melihat Daftar Pemegang Saham dan Daftar Khusus pada waktu jam kerja kantor Perseroan.
8. Menyelenggarakan RUPS dalam hal Direksi lalai menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa.

Kewenangan pemegang saham dilaksanakan melalui mekanisme Rapat Umum Pemegang Saham (RUPS). RUPS adalah rapat yang dihadiri oleh Pemegang Saham yang memenuhi syarat kuorum dan diselenggarakan oleh Direksi atas permintaan Dewan 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 Dewan Komisaris.

## Penyelenggaraan RUPS

Berdasarkan Anggaran Dasar Perusahaan, RUPS terdiri dari:

1. RUPS Tahunan
   RUPS Tahunan diadakan dalam waktu paling lambat 6 (enam) bulan setelah tahun buku ditutup. Dalam RUPS Tahunan Direksi menyampaikan laporan tahunan yang ditelaah oleh Dewan Komisaris untuk mendapatkan persetujuan RUPS dan Laporan Keuangan untuk mendapat pengesahan rapat. Juga ditetapkan penggunaan laba, jika Perseroan mempunyai saldo laba yang positif, serta mata acara lain yang diajukan.

## Major/Controlling Shareholder

From the table above, it is known that the major/controlling shareholder is PT Pertamina (Persero) with share ownership of 81.11%.

## Rights and Authorities of Shareholders

1. Attend the GMS and vote according to the classification and number of shares owned.
2. Receive distribution of Company profits in the form of dividends and other forms of profit distribution in proportion to the number of shares owned.
3. Obtain material information regarding the Company in a timely and regular manner.
4. Grant power of attorney with substitution rights to individuals or legal entities to represent them at the GMS.
5. Receive proportionally the remaining excess from the liquidation calculation if the Company is liquidated.
6. File a lawsuit with the District Court against a member of the Board of Directors whose error or negligence caused losses to the Company (Shareholders representing at least 1/10 (one tenth) of the total number of shares with valid voting rights).
7. View the Shareholder List and Special List during the Company's office hours.
8. Organizing a GMS in the event that the Board of Directors fails to hold an Annual GMS and Extraordinary GMS.

Shareholder authority is exercised through the General Meeting of Shareholders (GMS) mechanism. A GMS is a meeting attended by Shareholders who meet the quorum requirements and held by the Board of Directors at the request of the Board of Commissioners, Directors or shareholders representing 1/10 of the total shares in order to take important decisions relating to capital invested in the company and/ or to make decisions on matters whose authority is not delegated to the Board of Directors or Board of Commissioners.

## Holding GMS

Based on the Company's Articles of Association, the GMS consists of:

1. Annual GMS
   The Annual GMS is held no later than 6 (six) months after the financial year closes. At the Annual GMS, the Board of Directors submits an annual report which is reviewed by the Board of Commissioners to obtain approval from the GMS and a financial report to obtain approval from the meeting. The use of profits is also determined, if the Company has a positive profit balance, as well as other proposed agenda items.

2. RUPS Luar Biasa
   RUPS Luar Biasa dapat diselenggarakan sewaktu-waktu berdasarkan kebutuhan untuk membicarakan dan memutuskan mata acara rapat kecuali mata acara rapat yang diputuskan dalam RUPS Tahunan dengan memperhatikan peraturan perundang-undangan serta Anggaran Dasar. RUPS Luar Biasa dapat dilakukan sewaktu-waktu baik secara langsung maupun secara sirkuler.

   RUPS Luar Biasa dilakukan untuk memutuskan dan mengesahkan beberapa hal sebagai berikut:
   a. Perubahan Anggaran Dasar Perseroan;
   b. Pengesahan RJPP;
   c. Pengesahan RKAP;
   d. Menyetujui Perbuatan Hukum Direksi.

Wewenang RUPS antara lain:
1. Memutuskan perubahan anggaran dasar Perseroan;
2. Memutuskan perubahan modal Perseroan;
3. Memberikan persetujuan atau menolak pemindahan hak atas saham Perseroan;
4. Memutuskan penggabungan, peleburan dan pengambilalihan serta pembubaran Perseroan;
5. Memutuskan untuk mengalihkan, menjadikan jaminan utang, melepaskan hak atas seluruh atau sebagian besar harta kekayaan Perseroan dalam satu tahun buku;
6. Menyetujui atau menolak Rencana Kerja dan Anggaran Perusahaan (RKAP);
7. Menyetujui Rencana Jangka Panjang Perusahaan (RJPP);
8. Mengangkat dan memberhentikan Dewan Komisaris dan Direksi;
9. Menilai kinerja Dewan Komisaris dan Direksi;
10. Mendelegasikan kepada Dewan Komisaris tentang pembagian tugas dan wewenang setiap anggota Direksi;
11. Mengesahkan laporan tahunan yang diajukan Direksi;
12. Memutuskan penggunaan laba bersih Perseroan termasuk penentuan jumlah penyisihan untuk cadangan;
13. Menetapkan auditor eksternal berdasarkan usulan yang diterima dari Dewan Komisaris;
14. Menetapkan remunerasi Dewan Komisaris dan Direksi;
15. Wewenang lainnya sebagaimana diatur dalam peraturan perundang-undangan.

## Tempat, Pemanggilan dan Pimpinan Rapat Umum Pemegang Saham

1. RUPS diadakan di tempat kedudukan Perseroan atau di tempat-tempat Perseroan melakukan kegiatan usahanya dan harus terletak di wilayah Negara Republik Indonesia;
2. RUPS diselenggarakan dengan melakukan pemanggilan terlebih dahulu kepada para Pemegang Saham dengan surat tercatat dan/atau dengan iklan dalam surat kabar;

2. Extraordinary GMS
   An Extraordinary GMS can be held at any time based on the need to discuss and decide on meeting agendas, except for meeting agendas which are decided at the Annual GMS by taking into account statutory regulations and the Articles of Association. Extraordinary GMS can be held at any time either directly or circularly.

   The Extraordinary GMS was held to decide and ratify several matters as follows:
   a. Changes to the Company's Articles of Association;
   b. Ratification of RJPP;
   c. Ratification of RKAP;
   d. Approve the Directors' Legal Actions.

The authority of the GMS includes:
1. Decide on changes to the Company's articles of association;
2. Decide on changes to the Company's capital;
3. Approving or rejecting the transfer of rights to Company shares;
4. Decide on the merger, consolidation and takeover and dissolution of the Company;
5. Decide to transfer, make debt collateral, release rights to all or most of the Company's assets in one financial year;
6. Approve or reject the Company's Work Plan and Budget (RKAP);
7. Approve the Company's Long Term Plan (RJPP);
8. Appoint and dismiss the Board of Commissioners and Directors;
9. Assessing the performance of the Board of Commissioners and Directors;
10. Delegating to the Board of Commissioners the division of duties and authority of each member of the Board of Directors;
11. Ratify the annual report submitted by the Board of Directors;
12. Decide on the use of the Company's net profit including determining the amount of allowance for reserves;
13. Determine external auditors based on proposals received from the Board of Commissioners;
14. Determine the remuneration of the Board of Commissioners and Directors;
15. Other authorities as regulated in statutory regulations.

## Venue, Invitation and Chairman of the General Meeting of Shareholders

1. The GMS is held at the location of the Company or at the places where the Company carries out its business activities and must be located in the territory of the Republic of Indonesia;
2. The GMS is held by calling the Shareholders in advance by registered letter and/or by advertising in the newspaper;

3. Pemanggilan dilakukan paling lambat 14 (empat belas) hari sebelum RUPS diadakan dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS diadakan;
4. Dalam pemanggilan itu harus dicantumkan acara, waktu dan tempat penyelenggaraan RUPS;
5. Pemanggilan RUPS tidak diperlukan jika semua Pemegang Saham menyetujui agenda rapat dan keputusan disetujui dengan suara bulat;
6. RUPS dipimpin oleh Komisaris Utama;
7. Jika Komisaris Utama tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang anggota dewan komisaris yang hadir dalam rapat dan ditunjuk untuk itu oleh rapat dan dalam hal semua anggota dewan komisaris tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh Direktur Utama, dalam hal Direktur Utama tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang anggota Direksi lainnya yang hadir dalam Rapat dan ditunjuk untuk itu oleh Rapat;
8. Dalam hal semua Direksi tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang yang dipilih oleh dan diantara mereka yang hadir rapat.

3. The summons shall be made no later than 14 (fourteen) days before the GMS is held without taking into account the date of the summons and the date the GMS is held;
4. The invitation must include the agenda, time and place of the GMS;
5. A GMS summons is not required if all Shareholders agree to the meeting agenda and the resolution is approved unanimously;
6. The GMS is chaired by the President Commissioner;
7. If the President Commissioner is absent or absent for any reason which does not need to be proven to a third party, the GMS is chaired by one member of the board of commissioners who is present at the meeting and appointed for this purpose by the meeting and in the event that all members of the board of commissioners are absent or absent for any reason which does not need to be proven to a third party, the GMS is chaired by the President Director, in the event that the President Director is absent or is unable to attend for any reason which does not need to be proven to a third party, the GMS is chaired by another member of the Board of Directors who is present at the Meeting and appointed for this purpose by Meeting;
8. In the event that all Directors are absent or are unable to attend for any reason that does not need to be proven to a third party, the GMS is chaired by a person selected by and among those present at the meeting.

## Penyelenggaraan RUPS di Tahun 2023, Hasil Keputusan, dan Tindak Lanjutnya oleh Manajemen

Sepanjang tahun 2023, Pertamedika IHC menyelenggarakan RUPS Tahunan Tahun Buku 2022, 1 (satu) kali RUPS Luar Biasa, dan RUPS Sirkuler sebanyak 10 (sepuluh) keputusan.

## Implementation of the GMS in 2023, Resolutions and Follow-Up by Management

Throughout 2023, Pertamedika IHC held an Annual GMS for Fiscal Year 2022, 1 (one) Extraordinary GMS, and a Circular GMS with 10 (ten) resolutions.

### RUPS Tahunan Tahun Buku 2022, 7 Juni 2023

### Annual GMS for Fiscal Year 2022, June 7, 2023

**Tahapan Penyelenggaraan RUPS**
Stages of Holding GMS

| 22 Mei 2023<br>May 22, 2023 | | 07 Juni 2023<br>June 07, 2023 | | 07 Juli 2023<br>July 07, 2023 |
|---|---|---|---|---|
| **Penyampaian Undangan RUPS kepada Pemegang Saham melalui surat No. 398/A000000/2023-S0**<br>Submission of the GMS Invitation to Shareholders via letter No. 398/A000000/2023-S0 | → | **Pelaksanaan RUPS**<br>Implementation of the GMS | → | **Berita Acara RUPS dimuat dalam Risalah RUPS No. 15**<br>The Minutes of the GMS are published in the Minutes of the GMS No. 15 |

Berikut hasil Keputusan RUPS dan tindak lanjutnya oleh Manajemen Perseroan hingga akhir tahun 2023:

The following are the resolutions of the GMS and the follow-up by the Company's Management until the end of 2023:

**Agenda 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.**

Agenda 1:
Approval of the Annual Report for the 2021 Fiscal Year including ratification of the Company's Financial Statements for the 2021 Fiscal Year accompanied by full payment and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners for their management and supervision actions 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:**
- **Tindakan-tindakan tersebut tercermin dalam laporan tahunan Perseroan (termasuk laporan keuangan) tahun buku yang berakhir tanggal 31 Desember 2021.**
- **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 its explanation which has been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm (KAP) as contained in Report No. 00225/2.1032/AU.1/10/1562-1/1/III/2022 dated March 15, 2022 with the opinion "fair in all material respects"

Providing full repayment and release 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:
- These actions are reflected in the Company's annual report (including financial statements) for the financial year ending December 31, 2021.
- These actions are not criminal acts and/or unlawful acts.

## Pelaksanaan RUPS Luar Biasa, 07 Juni 2023

## Implementation of the Extraordinary GMS, 07 June 2023

| No | Agenda | Hasil Keputusan<br>Resolutions |
|---|---|---|
| 1 | **Persetujuan transaksi atas penerimaan dana *strategic partner* dengan estimasi Rp2,6 triliun dimana nilai valuasi akhir (*final enterprise value*) lix EVIEBITDA sesuai EBITDA Audited Tahun Buku 2023 atau nilai maksimum Rp.7 triliun, dengan tetap memperhatikan presentasi kepemilikan saham PT Pertamina (Persero) minimal sebesar 51% dan rencana pengambilalihan pendanaan dari *Mandatory Convertible Loan* (MCL) Bio Farma oleh *strategic partner*.**<br>Transaction approval for receipt of strategic partner funds with an estimate of Rp2.6 trillion, which the final enterprise value (final enterprise value) lix EVIEBITDA corresponds to Audited EBITDA for the 2023 Fiscal Year or a maximum value of Rp7 trillion, while taking into account the minimum share ownership presentation of PT Pertamina (Persero) of 51% and plans to take over funding from Bio Farma's Mandatory Convertible Loan (MCL) by a strategic partner. | **Menyetujui atas penerimaan dana *strategic partner* melalui *Mandatory Convertible Bond* (MCB) dari nilai *Enterprise Value* atau (1 Ix EWEBITDA Audited Tahun Buku 2023) dengan tetap memperhatikan persentase kepemilikan saham PT Pertamina (Persero) minimal sebesar 51% setelah konversi.**<br><br>**Memberikan arahan kepada Pertamedika IHC bahwa agar penerimaan dana *strategic partner* melalui *Mandatory Convertible & Bond* (MCB) tersebut dilaksanakan dengan tetap menjaga kesehatan kinerja dan rasio keuangan.**<br><br>Approve the receipt of strategic partner funds through Mandatory Convertible Bonds (MCB) from the Enterprise Value or (1 Ix EWEBITDA Audited Fiscal Year 2023) while still paying attention to the share ownership percentage of PT Pertamina (Persero) of at least 51% after conversion.<br><br>Provided direction to Pertamedika IHC that the receipt of strategic partner funds through the Mandatory Convertible Bond (MCB) be carried out while maintaining healthy performance and financial ratios. |

| No | Agenda | Hasil Keputusan<br>Resolutions |
|---|---|---|
| 2 | **Persetujuan kepada PT Pertamina Bina Medika IHC untuk menandatangani perjanjian *Mandatory Convertible Bond Issuance Agreement* (MCB IA)**<br>Approval to PT Pertamina Bina Medika IHC to sign a Mandatory Convertible Bond Issuance Agreement (MCB IA) | **Menyetujui Pertamedika IHC untuk menandatangani perjanjian *Mandatory Convertible Bond Issuance Agreement* ("MCBIA") sebagaimana yang diusulkan oleh Pertamedika IHC, dengan ketentuan dan catatan sebagai berikut:**<br>**1. Adanya *Condition Precedent* (Syarat Tangguh) ("CP") atas pelaksanaan *First Draw Down* dalam MCBIA berupa antara lain:**<br>**a. Diperolehnya persetujuan korporasi yang dibutuhkan oleh PErtamedika IHC sesuai ketentuan Anggaran Dasar Pertamedika IHC dan peraturan yang berlaku; dan**<br>**b. Diperolehnya persetujuan korporasi yang dibutuhkan oleh PT Pertamina (Persero), selaku pemegang saham mayoritas Pertamedika IHC, sesuai ketentuan Anggaran Dasar PT Pertamina (Persero) dan peraturan yang berlaku.**<br>**2. Direksi Pertamedika IHC berkewajiban memastikan adanya pengaturan dimaksud dalam MCBIA dan memastkan bahwa dalam hal CP tersebut tidak terpenuhi dengan alasan apapun dikemudian hari maka Pertamedika IHC dan PT Pertamina (Persero) tidak akan dikenakan kewajiban untuk tetap melanjutkan transaksi kecuali yang disebutkan di dalam *Investor Rights Agreement* (IRA) dan MCBIA yang telah direkomendasikan dan disetujui oleh Direktorat SPPIJ PT Pertamina (Persero).**<br>**3. Direksi PT PBM IHC berkewajiban mernperhatian segala catatan dan masukan yang telah disampaikan oleh PT Pertamina (Persero) dalæn proses panberian persetujuan ini serta mernastikan seluruh mitigasi risiko telah dilakukan atas pasal-pasal di dalam MCBIA.**<br>**4. Direksi PT PBM IHC berkewajiban memastikan bahwa seluruh poses pelaksanaan transaksi telah diakukan sesuai ketentuan perundang-undangan berlaku, *good governance* dan tidak ada benturan kepentngan dalam penandatanganan MCBIA.**<br>Approved Pertamedika IHC to sign the Mandatory Convertible Bond Issuance Agreement ("MCBIA") as proposed by Pertamedika IHC, with the following conditions and notes:<br>1. The existence of Precedent Conditions ("CP") for the implementation of the First Draw Down in MCBIA in the form of, among others:<br>a. Obtaining corporate approval required by PERtamedika IHC in accordance with the provisions of Pertamedika IHC's Articles of Association and regulations applicable; And<br>b. Obtaining the corporate approval required by PT Pertamina (Persero), as the majority shareholder of Pertamedika IHC, in accordance with the provisions of PT Pertamina's Articles of Association (Persero) and applicable regulations.<br>2. The Board of Directors of Pertamedika IHC is obliged to ensure that the arrangements referred to in the MCBIA are in place and ensure that in the event that the CP is not fulfilled for whatever reason in the future, Pertamedika IHC and PT Pertamina (Persero) will not be subject to the obligation to continue the transaction except as stated in the Investor Rights Agreement (IRA) and MCBIA which have been recommended and approved by the SPPIJ Directorate of PT Pertamina (Persero).<br>3. The Board of Directors of PT PBM IHC is obliged to pay attention to all notes and input that have been submitted by PT Pertamina (Persero) in the process of granting this approval and ensure that all risk mitigation has been carried out based on the articles in the MCBIA.<br>4. The Board of Directors of PT PBM IHC has the responsibility to ensure that all transaction implementation processes have been carried out in accordance with valid statutory provisions, good governance and that there is no conflict of interest in signing the MCBIA. |

| No | Agenda | Hasil Keputusan<br>Resolutions |
|---|---|---|
| 3 | **Persetujuan kepada PT Pertamina Bina Medika IHC dan PT Pertamina (Persero) selaku saham mayoritas untuk menandatangani *Investor Rights Agreement* (IRA).**<br>Approval to PT Pertamina Bina Medika IHC and PT Pertamina (Persero) as majority shareholders to sign the Investor Rights Agreement (IRA). | **1. Menyetujui Pertamedika IHC dan PT Pertamina (Persero) untuk menandatangani *Investor Rights Agreement* (IRA) sebagairnma diusulkan oleh Pertamedika IHC, dengan ketentuan dan catatan sebagai berikut:**<br>**a. Hak-hak Investor dalam IRA berupa hak dan kewalangan atas jalannya kegiatan usaha Pertamedika IHC yang bersifat dan material baru akan berlaku setelah First Draw Down dan dengan memperhatikan CP MCBIA sebagainana tersebut butir a- i. dan ii keputusan agenda 2 di atas;**<br>**b. Direksi Pertamedika IHC berkewajiban memperhatikan catatan dan masukan yang telah disampaikan oleh PT Pertarnina (Persero) dalam proses pemberian persetujuan ini kepada Pertamedika IHC serta memastikan seluruh mitigasi risiko telah dilakukan atas pasal-pasal di dalam IRA;**<br>**c. Direksi PT PBM IHC berkewajban menjamin bahwa poses pelaksanaan transaksi telah dilakukan sesuai ketentuan perundang-undangan yang beriaku, *good corporate governance* dan tidak ada benturan kepentingan dalam penandatarvan IRA;**<br>**2. Menyetujui agar seluruh pemegang saham terikat kepada seluruh ketentuan dalam IRA. di mana hal dimaksud akan berdampak antara lain berupa adanya kewajiban *Liquidity Support*, perubahan ymg dipertukan terhadap Anggaran Dasar Pertamedika IHC dan Anak Perusahaan, tindakan-tindakan yang perlu dilakukan oleh Direksi. baik yang menjadi wewenang Direksi, Dewan Komisaris dan/atau RUPS yang mana darnpak-dampak selengkapnya adalah sebagairnana tertuang dalam IRA untuk disetuiui oleh RUPS PertamedikaIHC.**<br>1. Approved Pertamedika IHC and PT Pertamina (Persero) to sign an Investor Rights Agreement (IRA) as proposed by Pertamedika IHC, with the following provisions:<br>a. The rights of IRA Investors in the form of rights and authority over the running of Pertamedika IHC's business activities which are of a new nature and material will come into effect after the First Draw Down and taking into account the CP MCBIA as mentioned in point a-i. and ii decision on agenda 2 above;<br>b. The Pertamedika IHC Board of Directors is obliged to pay attention to the notes and input submitted by PT Pertarnina (Persero) in the process of granting this approval to Pertamedika IHC and ensure that all risk mitigation has been carried out regarding the articles in the IRA;<br>c. Board of Directors of PT PBM IHC is obliged to guarantee that the transaction implementation process has been carried out in accordance with statutory provisions, namely, good corporate governance and that there is no conflict of interest in the IRA signing;<br>2. Agree that all share holders are subject to all provisions in the IRA. where the intended matter will impact, among other things, the existence of Liquidity Support obligations, required changes to the Articles of Association of Pertamedika IHC and Subsidiaries, actions that need to be taken by the Board of Directors. whether under the authority of the Board of Directors, the Board of Commissioners and/or the GMS, the full impacts of which are as stated in the IRA to be approved by the PertamedikaIHC GMS. |
| 4 | **Penjelasan dampak atas Mandatory Convertible Bond Issuance Agreement (MCB IA) dan Investor Rights Agreement (IRA) terhadap perubahan beberapa ketentuan Anggaran Dasar PT Pertamina Bina Medika IHC.**<br>Explanation of the impact of the Mandatory Convertible Bond Issuance Agreement (MCB IA) and Investor Rights Agreement (IRA) on changes to several provisions of the Articles of Association of PT Pertamina Bina Medika IHC. | **Menerima penjelasan yang disampaikan PT PBM IHC mengenai perubahan beberapa ketentuan Anggaran Dasar PT PBM IHC yang selanjutnya akan diajukan melalui surat oleh PT PBM IHC dan persetujuan RUPS PT PBM IHC akan diberikan secara terpisah.**<br>Receive the explanation submitted by PT PBM IHC regarding changes to several provisions of the Articles of Association of PT PBM IHC which will then be submitted by letter by PT PBM IHC and approval for the PT PBM IHC GMS will be given separately. |

## Keputusan RUPS Sirkuler

## Circular GMS Resolutions

| No | Tanggal Keputusan<br>Resolutions Date | Keputusan RUPS<br>GMS Resolutions |
|---|---|---|
| 1 | **6 Juni 2023**<br>June 6, 2023 | **Penyertaan Modal Perseroan dalam PT Bakti Timah Solusi Medika melalui Akuisisi Saham PT Bakti Timah Medika dan persertujuan perubahan Pasal 3 Anggaran**<br>The Company's capital investment in PT Bakti Timah Solusi Medika through the acquisition of PT Bakti Timah Medika shares and approval of changes to Article 3 of the Budget |
| 2 | **23 Juni 2023**<br>June 23, 2023 | **Pengangkatan Kembali Anggota Dewan Komisaris**<br>Reappointment of Members of the Board of Commissioners |
| 3 | **26 Juni 2023**<br>June 26, 2023 | **Rencana Kerja dan Anggaran Perusahaan Tahun 2023**<br>Company Work Plan and Budget for 2023 |
| 4 | **14 Juli 2023**<br>July 14, 2023 | **Pendirian Anak Perusahaan dan Penyertaan Modal dalam Anak Perusahaan**<br>Establishment of Subsidiaries and Capital Investment in Subsidiaries |
| 5 | **26 Juli 2023**<br>July 26, 2023 | **Pengangkatan Kembali Anggota Dewan Komisaris**<br>Reappointment of Members of the Board of Commissioners |

| No | Tanggal Keputusan<br>Resolutions Date | Keputusan RUPS<br>GMS Resolutions |
|---|---|---|
| 6 | **23 Agustus 2023**<br>August 23, 2023 | **Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2022 dan Remunerasi 2023 Anggota Direksi dan Dewan Komisaris Perseroan.**<br>Determination of Awards for Annual Performance for the 2022 Financial Year and 2023 Remuneration for Members of the Company's Board of Directors and Board of Commissioners. |
| 7 | **21 September 2023**<br>September 21, 2023 | **Penggunaan Labara Perseroan Tahun Buku 2022.**<br>Use of Company Profits for Fiscal Year 2022. |
| 8 | **16 November 2023**<br>November 16, 2023 | **Penerimaan Ambang Batas Nilai (*Treshold*) Kewenangan Persetujuan Investasi dan Divestasi.**<br>Acceptance of the Value Threshold for Investment and Divestment Approval Authority. |
| 9 | **30 November 2023**<br>November 30, 2023 | **Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris dan Anggota Direksi di Anak Perusahaan PT Pertamina Bina Medika IHC.**<br>Placement of Company Representatives as Members of the Board of Commissioners and Members of the Board of Directors at the Subsidiary PT Pertamina Bina Medika IHC. |
| 10 | **29 Desember 2023**<br>December 28, 2023 | **Perubahan Anggaran Biaya Ivestasi (ABI) dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Pertamina Bina Medika IHC Tahun 2023.**<br>Changes to the Investment Cost Budget (ABI) in the PT Pertamina Bina Medika IHC Work Plan and Budget (RKAP) for 2023. |

## Pelaksanaan RUPS Tahunan Tahun 2022

## Implementation of the 2022 Annual GMS

| No | Agenda | Keputusan<br>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.** | **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".**<br><br>**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:**<br>**1. Tindakan-tindakan tersebut tercermin dalam laporan tahunan Perseroan (termasuk laporan keuangan) tahun buku yang berakhir tanggal 31 Desember 2021.**<br>**2. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.** |
| | Approval of the Annual Report for the 2021 Fiscal Year including ratification of the Company's Financial Report for the 2021 Fiscal Year accompanied by full payment and release of responsibility (volledig acquit et de charge) to the Directors and Board of Commissioners for their management and supervision actions of the Company during the 2021 Fiscal Year. | Approved the company's annual report for the 2021 financial year and ratified the company's financial report for the financial year ending December 31, 2021 along with its explanation which has been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm (KAP) as contained in Report No. 00225/2.1032/AU.1/10/1562-1/1/III/2022 dated March 15, 2022 with the opinion "fair in all material respects".<br><br>Providing full repayment and release 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:<br>1. These actions are reflected in the Company's annual report (including financial reports) for the financial year ending 31 December 2021.<br>2. These actions do not constitute criminal acts and/or unlawful acts. |
| 2 | **Penetapan Penggunaan Laba Tahun Buku 2021**<br>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.**<br>Determination of the use of company profits for the 2021 financial year will be determined later and determined in a separate circular GMS. |

| No | Agenda | Keputusan<br>Resolutions |
|---|---|---|
| 3 | **Penetapan Penunjukkan Kantor Akuntan Publik (KAP) untuk audit Laporan Keuangan Tahun Buku 2022.**<br>Determination of the Appointment of a Public Accounting Firm (KAP) to audit the Financial Report for the 2022 Financial 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 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).**<br>Grant power and delegate authority to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to carry out audits of the Company's Financial Report for the financial year ending 31 December 2022 along with the amount of its services, in accordance with the applicable rules and regulations, provided that the KAP those appointed by the Company are consulted/coordinated first with PT Pertamina (Persero). |
| 4 | **Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2021.**<br>Determination of Performance Awards (Tantiem) for the Directors and Board of Commissioners for the 2021 Financial Year. | **Penghargaan atas kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler.**<br>Awards for performance (Tantiem) to the Company's Board of Directors and Board of Commissioners for the 2021 Financial Year will be determined later and determined in a separate circular GMS. |
| 5 | **Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun 2022.**<br>Determination of Remuneration for Directors and Board of Commissioners in 2022. | **Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2022 akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler.**<br>The remuneration of the Company's Directors and Board of Commissioners for the 2022 Financial Year will be determined later and determined in a separate circular GMS. |

## Pelaksanaan RUPS Luar Biasa

## Implementation of the Extraordinary GMS

### RUPS Luar Biasa
Extraordinary GMS

| No | Agenda | Keputusan<br>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.**<br>Approval of the plan to draw down PT Bio Farma (Persero)'s mandatory convertible loan in the Company amounting to IDR 1,000,000,000,000 (one trillion rupiah) which will be converted into new shares from the portfolio in the Company along with investment from strategic partners and decided in 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.**<br>The Company's Shareholders approved the withdrawal of PT Bio Farma (Persero)'s mandatory conversion loan amounting to IDR 1,000,000,000,000 (one trillion rupiah) which will be converted into new shares from the portfolio in the Company. The share conversion will be decided by the Company's shareholders at the next separate General Meeting of Shareholders. |

LOKET 2
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# 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 Company's organs tasked with carrying out 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 the Company's management activities. The Board of Commissioners also has the task of monitoring the effectiveness of the 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:

1. Fungsi Dewan Komisaris;
2. Persyaratan, Komposisi dan Masa Jabatan Dewan Komisaris;
3. Tugas, Wewenang dan Kewajiban Dewan Komisaris;
4. Hak Dewan Komisaris;
5. Hubungan Kerja antar Anggota Dewan Komisaris;
6. Rapat Komisaris;
7. Evaluasi Kinerja Dewan Komisaris;
8. Organ Pendukung Komisaris;
9. Etika Jabatan Dewan Komisaris;
10. Program Pengenalan dan Peningkatan Kapabilitas;
11. Hubungan Kerja antara Dewan Komisaris dengan Direksi.

### Board of Commissioners Manual

The Board of Commissioners' Manual refer to the Board Manual which was signed in the Joint Commitment Statement of the Directors and the Board of Commissioners of PT Pertamina Bina Medika IHC on November 29, 2019. The contents of the Board of Commissioners' Manual in the Board Manual are as follows:

1. Functions of the Board of Commissioners;
2. Requirements, Composition and Term of Office of the Board of Commissioners;
3. Duties, Authorities and Obligations of the Board of Commissioners;
4. Rights of the Board of Commissioners;
5. Working Relations between Members of the Board of Commissioners;
6. Commissioner's Meeting;
7. Performance Evaluation of the Board of Commissioners;
8. Supporting Organs for Commissioners;
9. Office Ethics of the Board of Commissioners;
10. Capability Introduction and Enhancement Program;
11. Working Relationship between the Board of Commissioners and the Board of Directors.

### Tugas, Wewenang, dan Kewajiban 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 tasked with supervising management policies, the running of management in general regarding the Company and the Company's business carried out by the Directors as well as providing advice to the Directors including supervision of the implementation of the RJPP, RKAP as well as the provisions of the Articles of Association and GMS Resolutions, as well as applicable laws and regulations. , for the interests of the Company and in accordance with the aims and objectives of the Company.

## Kewajiban Dewan Komisaris

Dalam melaksanakan tugasnya tersebut setiap anggota Dewan Komisaris berkewajiban untuk:

1. Mematuhi Anggaran Dasar dan peraturan perundang-Undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.
2. 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.
3. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perseroan selain honorarium dan fasilitas yang ditentukan oleh RUPS.
4. Memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP yang diusulkan Direksi.
5. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
6. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan.
7. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan.
8. Membentuk komite audit.
9. Memberikan nasihat kepada Direksi dalam melaksanakan kepengurusan Perseroan dan tidak dimaksudkan untuk kepentingan pihak/golongan tertentu.
10. Menyusun pembagian tugas antar anggota Dewan Komisaris.
11. Meneliti dan menelaah serta menandatangani rencana jangka panjang Perseroan dan rencana kerja dan anggaran Perseroan yang disiapkan Direksi sesuai ketentuan Anggaran Dasar Perseroan.
12. Menyusun rencana kerja dan anggaran tahunan Dewan Komisaris dan dimasukkan dalam rencana kerja dan anggaran Perseroan.
13. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan yang bersangkutan dan Perseroan lain, termasuk setiap perubahannya.
14. Mengusulkan kepada RUPS Penunjukkan Auditor Eksternal yang akan melakukan pemeriksaan atas buku-buku Perseroan.
15. Memantau efektivitas praktik *Good Corporate Governance*, antara lain dengan mengadakan pertemuan berkala antara Dewan Komisaris dengan Direksi untuk membahas implementasi *Good Corporate Governance*.
16. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

## Obligations of the Board of Commissioners

In carrying out these duties, each member of the Board of Commissioners is obliged to:

1. Comply with the Articles of Association and statutory regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness.
2. Have good faith, be careful and be responsible to the Company, in this case represented by the GMS, in carrying out their duties of supervision and providing advice to the Board of Directors for the interests of the Company and in accordance with the aims and objectives of the Company.
3. Are prohibited to carry out transactions that have a conflict of interest and take the interests of the Company other than the honorarium and facilities determined by the GMS.
4. Provide opinions and suggestions to the GMS regarding the RJPP and RKAP proposed by the Board of Directors.
5. Following developments in the Company's activities, providing opinions and suggestions to the GMS regarding any issues considered important for the management of the Company.
6. Report immediately to the GMS if there are symptoms of declining Company performance.
7. Examining and reviewing periodic reports and annual reports prepared by the Board of Directors and signing the annual report.
8. Form an audit committee.
9. Provide advice to the Board of Directors in carrying out the management of the Company and is not intended for the interests of certain parties/groups.
10. Arrange the division of tasks between members of the Board of Commissioners.
11. Examining and reviewing and signing the Company's long-term plan and the Company's work plan and budget prepared by the Board of Directors in accordance with the provisions of the Company's Articles of Association.
12. Prepare the annual work plan and budget for the Board of Commissioners and include it in the Company's work plan and budget.
13. Report to the Company regarding his and/or his family's share ownership in the Company concerned and other Companies, including any changes thereto.
14. Propose to the GMS the appointment of an external auditor who will examine the Company's books.
15. Monitor the effectiveness of Good Corporate Governance practices, including by holding regular meetings between the Board of Commissioners and the Board of Directors to discuss the implementation of Good Corporate Governance.
16. Carry out other obligations in the context of supervisory duties and providing advice, as long as they do not conflict with statutory regulations, the Articles of Association, and/or GMS Resolutions.

17. 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.

## 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, 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.
   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 lainnya 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.
   f. Mengangkat sekretaris Dewan Komisaris, jika dianggap perlu.
   g. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan undang-undang Perseroan Terbatas.
   h. Membentuk 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.

17. Comply with other provisions that apply to the Company's holding company and are declared to apply to the Company and/or other provisions that are determined and approved by the GMS.

## Duties and Authorities of the Board of Commissioners

1. The Board of Commissioners is tasked with supervising management policies, the course of management in general regarding both the Company and the Company's business carried out by the Directors as well as providing advice to the Directors including supervision of the implementation of the RJPP, RKAP as well as the provisions of the Articles of Association and GMS Resolutions, as well as statutory regulations applicable, for the interests of the Company and in accordance with the aims 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 statutory regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness.
   b. In good faith, full of prudence and responsibility to the Company, in this case represented by the GMS in carrying out its duties of supervision and providing advice to the Board of Directors for the interests of the Company and in accordance with the aims and objectives of the Company.
   c. Are prohibited to carry out transactions that have a conflict of interest and take the interests of the Company other than the honorarium and facilities determined by the GMS.
3. In carrying out its duties, the Board of Commissioners has the authority to:
   a. View books, letters and other documents, examine cash for verification purposes, etc., securities and examine the Company's assets.
   b. Entering yards, buildings and offices used by the Company.
   c. Request an explanation from the Directors and/or other officials regarding all issues relating to the management of the Company.
   d. Know all policies and actions that have been and will be implemented by the Board of Directors.
   e. Request the Directors and/or other officials under the Directors with the knowledge of the Directors to attend meetings of the Board of Commissioners.
   f. Appoint a secretary to the Board of Commissioners, if deemed necessary.
   g. Temporarily suspend 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 taking into account the Company's capabilities.
   i. Using experts for certain matters and within a certain period of time at the Company's expense, if deemed necessary.

j. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk 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.

j. Carrying out actions to manage the Company in certain circumstances for a certain period of time in accordance with the provisions of these Articles of Association.
k. Attend Board of Directors meetings and provide views on matters discussed.
l. Carry out other supervisory authority as long as it does not conflict with statutory regulations, the Articles of Association, and/or GMS Resolutions.

## Pengangkatan dan Pemberhentian Dewan Komisaris

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 of the Board of Commissioners

Based on the provisions in the Manual, members of the Board of Commissioners are appointed and dismissed by the GMS. The term of office of the Board of Commissioners is set at 3 (three) years and can be reappointed for 1 (one) term of office. The term of office 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. Resign;
5. Dismissed based on the decision of the GMS for the reasons agreed in the Manual.

### Susunan dan Komposisi Dewan Komisaris Tahun 2023

### Structure and Composition of the Board of Commissioners in 2023

| No | Nama<br>Name | Jabatan<br>Position | Masa Jabatan<br>Tenure | RUPS Penunjukan<br>GMS Appointment | RUPS Pemberhentian<br>GMS Dismissal |
|---|---|---|---|---|---|
| 1 | **Farid Harianto** | **Komisaris Utama**<br>President Commissioner | **24 Juni 2020 – sekarang (Periode Pertama)**<br>June 24, 2020 – now (Period First) | **RUPS Sirkuler PT Pertamina Bina Medika IHC 24 Juni 2020**<br>PT Pertamina Bina Medika IHC Circular GMS dated June 24, 2020 | - |
| 2 | **Dante Saksono Harbuwono** | **Komisaris Independen**<br>Commissioner Independent | **24 Juni 2020 – sekarang (Periode Pertama)**<br>June 24, 2020 – now (Period First) | **RUPS Sirkuler PT Pertamina Bina Medika IHC 24 Juni 2020**<br>PT Pertamina Bina Medika IHC Circular GMS dated June 24, 2020 | - |
| 3 | **Henry Hendrawan** | **Komisaris Independen**<br>Commissioner Independent | **9 Juni 2021– Sekarang (Periode Pertama)**<br>June 9, 2021– Now (Period First) | **RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021**<br>PT Pertamina Bina Medika IHC Circular GMS dated June 9, 2021 | - |
| 4 | **L. Rizka Andalucia** | **Komisaris**<br>Commissioner | **7 Juli 2022 - Sekarang (Periode Pertama)**<br>July 7, 2022 - Present (First Period) | **RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 7 Juli 2022**<br>PT Pertamina Bina Medika IHC Circular GMS dated July 7, 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:

1. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan program pengenalan mengenai kondisi Perseroan secara umum.
2. Program pengenalan dilaksanakan paling lambat 30 (tiga puluh) hari setelah pengangkatan Dewan Komisaris.
3. Penanggung jawab program pengenalan adalah Sekretaris Perseroan atau pejabat yang menjalankan fungsi sebagai Sekretaris Perseroan.
4. Program pengenalan meliputi:
   a. Pelaksanaan prinsip-prinsip *Good Corporate Governance* di Perseroan.
   b. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal lain yang tidak diperbolehkan.
   c. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, risiko, pengendalian internal, dan masalah-masalah strategis lainnya.
   d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit Internal dan eksternal, sistem dan kebijakan pengendalian Internal serta Komite Audit.
   e. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Pers.

## Board of Commissioners Introductory Program

The introduction program for new members of the Board of Commissioners is provided by the Company because of the background of members of the Board of Commissioners who are representatives of Shareholders. The aim of the introduction program is so that members of the Board of Commissioners can get to know each other and work together as a solid, comprehensive and effective team. Provisions regarding the induction program include the following:

1. For newly appointed members of the Board of Commissioners, an introduction program regarding the general condition of the Company must be provided.
2. The induction program is implemented no later than 30 (thirty) days after the appointment of the Board of Commissioners.
3. The person responsible for the introduction program is the Corporate Secretary or an official who carries out the function of Corporate Secretary.
4. The induction program includes:
   a. Implementation of Good Corporate Governance principles in the Company.
   b. Information regarding the duties and responsibilities of the Board of Commissioners and Directors as well as other things that are not permitted.
   c. An overview of the Company relating 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.
   d. Information relating to delegated authority, internal and external audits, internal control systems and policies and the Audit Committee.
   e. The introduction program can take the form of presentations, meetings, visits to Company facilities, visits to branch offices, review of press documents.

## 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 Educations of members of the Board of Commissioners is a strong foundation for achieving optimal company performance, both financial and non-financial achievements. 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<br>Name | Jabatan<br>Position | Pendidikan dan Riwayat Pekerjaan Terakhir<br>Recent Education and Job Experience | Usia<br>Age | Keahlian<br>Expertise |
|---|---|---|---|---|
| **Farid Harianto** | **Komisaris Utama**<br>President Commissioner | **S3 Wharton School/University of Pennsylvania, Amerika Serikat (1989)**<br>PhD Wharton School/University of Pennsylvania, United States (1989) | **70 Tahun**<br>70 Years old | **Ekonomi Keuangan**<br>Financial Economics |
| **Dante Saksono Harbuwono** | **Komisaris Independen**<br>Independent Commissioner | **S-3 Doctor of Philosophy dari University of Yamanashi, Jepang (2008)**<br>Doctor of Philosophy from the University of Yamanashi, Japan (2008) | **49 Tahun**<br>49 Years old | **Kesehatan dan Manajemen Strategis**<br>Health and Strategic Management |
| **Henry Hendrawan** | **Komisaris Independen**<br>Independent Commissioner | **S-2 Master of Business Administration (Akselerasi) dari Cornell University, Amerika Serikat (2009)**<br>Master of Business Administration (Accelerated) from Cornell University, United States (2009) | **40 Tahun**<br>40 Years old | **Manajemen Bisnis**<br>Business management |
| **L. Rizka Andalucia** | **Komisaris**<br>Commissioner | **S-3 Doctor of Biomedical and Medicine dari Universitas Gadjah Mada, Indonesia**<br>S-3 Doctor of Biomedical and Medicine from Universitas Gadjah Mada, Indonesia | **54 Tahun**<br>54 Years old | **Biomedis dan Obat-obatan**<br>Biomedicine and Medicine |

## Remunerasi Dewan Komisaris

Perseroan menetapkan jumlah 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.

## Remuneration of 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. The provisions and calculation of remuneration for the Board of Commissioners are determined based on the Pertamina Subsidiary and Joint Venture Management Guidelines.

Komponen remunerasi Dewan Komisaris berikut besaran yang diterima Dewan Komisaris pada tahun 2023 sebagai berikut:

The components of the Board of Commissioners' remuneration and the amounts received by the Board of Commissioners in 2023 are as follows:

| Jabatan<br>Position | Honorarium | Tunjangan<br>Allowance | Total |
|---|---|---|---|
| **Dewan Komisaris**<br>Board of Commissioners | **Rp2.398.059.540** | **Rp5.010.112.606** | **Rp7.408.172.146** |

## Rapat Dewan Komisaris

Dewan Komisaris Perseroan mengadakan rapat paling sedikit 1 (satu) kali dalam waktu 1 (satu) bulan. Sepanjang tahun 2023, Dewan Komisaris mengadakan rapat sebanyak 13 kali. Berikut rincian jumlah rapat dan tingkat kehadiran Dewan Komisaris dalam rapat 2022:

## Board of Commissioners Meeting

The Company's Board of Commissioners holds meetings at least 1 (one) time within 1 (one) month. Throughout 2023, the Board of Commissioners held 13 meetings. The following are details of the Total Meetings and the level of attendance of the Board of Commissioners at the 2022 meeting:

| Nama<br>Name | Jabatan<br>Position | Jumlah Rapat<br>Total Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran<br>Total Attendance |
|---|---|---|---|---|
| **Farid Harianto** | **Komisaris Utama**<br>President Commissioner | **14** | **10** | **100%** |
| **Dante Saksono Harbuwono** | **Komisaris Independen**<br>Independent Commissioner | **14** | **10** | **100%** |
| **Henry Hendrawan** | **Komisaris Independen**<br>Independent Commissioner | **14** | **10** | **100%** |
| **L. Rizka Andalucia** | **Komisaris**<br>Commissioner | **14** | **10** | **100%** |

## Agenda Rapat Dewan Komisaris 2023

Board of Commissioners Meeting Agenda in 2023

| No | Hari/Tanggal<br>Day/Date | Agenda |
|---|---|---|
| 1 | **Jakarta, 3 Februari 2023**<br>Jakarta, February 3, 2023 | **Program Prioritas Direksi**<br>Board of Directors' Priority Programs |
| 2 | ***Online*, 9 Februari 2023**<br>Online, February 9, 2023 | **Meeting Dewan Komisaris dengan Direksi terkait Pencapaian Kinerja dan Layanan**<br>Meeting of the Board of Commissioners with the Board of Directors regarding Performance and Service Achievement |
| 3 | ***Online*, 17 Maret 2023**<br>Online, March 17, 2023 | ***Update Unlock Value-Strategic Partner* Pertamedika IHC**<br>Update Unlock Value-Strategic Partner Pertamedika IHC |
| 4 | ***Online*, 12 April 2023**<br>Online, April 12, 2023 | ***Review* Usulan Direktur Keuangan untuk Menetapkan Wakil Perseroan sebagai Direksi dan Dewan Komisaris di Anak Perusahaan**<br>Review of the Director of Finance Proposal to Appoint Company Representatives as Directors and Board of Commissioners in Subsidiaries |
| 5 | ***Online*, 28 Juli 2023**<br>Online, July 28, 2023 | ***Performace* TW II Tahun 2023**<br>Performance of Q II 2023 |
| 6 | **Jakarta, 25 Agustus 2023**<br>Jakarta, August 25, 2023 | **1. *Performance Financial* Periode Juli 2023**<br>**2. *Update Progress Unlock Value***<br>1. Financial Performance for the July 2023 Period<br>2. Update Progress Unlock Value |
| 7 | **Jakarta, 12 September 2023**<br>Jakarta, September 12, 2023 | **1. Pembahasan *Roll Out Plan* CoE BIH**<br>**2. *Resource Requirement People* BIH**<br>**3. Sistem IT Digital**<br>**4. Perserian strategi program marketing**<br>**5. *Reviced Financial Projection***<br>1. Discussion of BIH CoE Roll Out Plan<br>2. Resource Requirements People BIH<br>3. Digital IT System<br>4. Series of marketing program strategies<br>5. Revised Financial Projection |
| 8 | ***Online*, 25 September 2023**<br>Online, September 25, 2023 | ***Update* Progress Pertamedika IHC**<br>Pertamedika IHC Progress Update |
| 9 | **Jakarta, 9 Oktober 2023**<br>Jakarta, October 9, 2023 | **Rencana Pembangunan RS UNPAD**<br>UNPAD Hospital Development Plan |
| 10 | **Jakarta, 10 Oktober 2023**<br>Jakarta, October 10, 2023 | ***Kick Off Meeting* BCG**<br>BCG Kick Off Meeting |
| 11 | **Jakarta, 1 November 2023**<br>Jakarta, November 1, 2023 | **1. *Site Visit* Bali International Hospital**<br>**2. *Update Progress* BCG *Project Internal Discussion***<br>1. Site Visit Bali International Hospital<br>2. Update BCG Project Progress |
| 12 | ***Online*, 17 November 2023**<br>Online, November 17, 2023 | ***Update Progress Unlock Value***<br>Update Progress Unlock Value |
| 13 | **Jakarta, 21 November 2023**<br>Jakarta, November 21, 2023 | ***Update Progress BCG***<br>Internal Discussion |
| 14 | **Jakarta, 4 Desember 2023**<br>Jakarta, December 4, 2023 | **Performace Periode Oktober 2023**<br>Performance of October 2023 |

## 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 apapun yang dapat mempengaruhi kemandiriannya dalam menjalankan tugas maupun mempengaruhi hubungan kerja dengan Direksi.

## Program Peningkatan Kapabilitas Dewan Komisaris 2023

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.

## Penilaian Kinerja Dewan Komisaris

Penilaian kinerja anggota Dewan Komisaris dilakukan berdasarkan KPI 2023 yang telah disetujui oleh Pemegang Saham. Evaluasi kinerja Dewan Komisaris dilakukan setiap tahun dan hasilnya disampaikan dalam RUPS dan selanjutnya dapat menjadi dasar bagi penetapan insentif kerja Dewan Komisaris.

## Independence Statement of the Board of Commissioners

The independence of the Board of Commissioners is an important requirement in running a company in accordance with generally accepted governance principles and best practices. The Board of Commissioners must be able to act independently, free from any conflict of interest that could affect its independence in carrying out its duties or affect its working relationship with the Board of Directors.

## Board of Commissioners Capability Improvement Program 2023

The Company has set policies regarding increasing the capability of the Board of Commissioners in its Manual, including the following:

1. The capability improvement program is implemented in order to increase the effectiveness of the work of the Board of Commissioners.
2. Plans to implement capability improvement programs must be included in the work plan and budget of the Board of Commissioners.
3. Every member of the Board of Commissioners who takes part in capability improvement programs such as seminars and/or training is asked to present presentations to other members of the Board of Commissioners in order to share information and knowledge.
4. The member of the Board of Commissioners concerned is responsible for preparing reports regarding the implementation of the capability improvement program. The report is submitted to the Board of Commissioners.

## Performance Assessment of the Board of Commissioners

The performance assessment of members of the Board of Commissioners is carried out based on the 2023 KPI which has been approved by Shareholders. Evaluation of the performance of the Board of Commissioners is carried out every year and the results are presented at the GMS and can then become the basis for determining work incentives for the Board of Commissioners.

## KPI Dewan Komisaris 2023

KPI for the Board of Commissioners 2023

| Indikator<br>Indicator | Bobot Penilaian<br>Assessment Weight | Pencapaian<br>Achievement | Keterangan<br>Information |
|---|---|---|---|
| **Dewan Komisaris menyelenggarakan Rapat bersama Direksi secara berkala minimal 1 bulan sekali**<br>The Board of Commissioners holds regular meetings with the Board of Directors at least once a month | 10% | 110% | **14 kali rapat BOD BOC**<br>14 BOD BOC meetings |
| **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**<br>The Board of Commissioners increased knowledge, skills and abilities through participation in seminars/training appropriate to their field of duties at least 1 (one) time in 1 (one) year | 10% | 100% | **Pelatihan ESG for Boards oleh Pak Hendry**<br>ESG for Boards training by Pak Hendry |
| **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**<br>The Board of Commissioners evaluates the performance of the company and its Subsidiaries (Consolidated) periodically, at least 4 (four) times in 1 (one) year in meetings with the Board of Directors | 10% | 110% | **Disampaikan dalam Rapat BOD BOC**<br>Presented at the BOD BOC Meeting |
| **Dewan komisaris menyusun dan menyampaikan Laporan Pengawasan Dewan Komisaris I (satu) kali dalam 1 (satu) tahun**<br>The Board of Commissioners prepares and submits the Board of Commissioners Supervision Report I (one) time in 1 (one) year | 10% | 100% | **Laporan Pengawasan Dekom tahun 2023**<br>BOC Oversight Report 2023 |
| **Dewan komisaris menyusun dan menyampaikan Program Kerja Dewan Komisaris I (satu) kali dalam 1 (satu) tahun**<br>The Board of Commissioners prepares and submits the Board of Commissioners Work Program I (one) time in 1 (one) year | 10% | 100% | **Program Kerja 2023 di tandatangani seluruh BOC**<br>The 2023 Work Program was signed by all BOC |
| **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:**<br>• **Rencana Kerja dan Anggaran Perusahaan (RKAP)**<br>• **Tindakan Direksi yang memerlukan persetujuan dewan Komisaris**<br>The Board of Commissioners reviews, evaluates and gives approval to matters that must obtain approval from the Board of Commissioners based on applicable laws and regulations and the Company's Articles of Association, including:<br>• Company Work Plan and Budget (RKAP)<br>• Directors' actions that require approval from | 10% | 100% | • **RKAP 2023 sudah di reviu dan disetujui BOC**<br>• **Tindakan Direksi seluruhnya sudah disetujui oleh BOC**<br>• The 2023 RKAP has been reviewed and approved by BOC<br>• All actions of the Board of Directors have been approved by the BOC |
| **Dewan Komisaris memastikan terselenggaranya prinsip dan praktik *Good Corporate Governance* pada seluruh jenjang organisasi**<br>The Board of Commissioners ensures that the principles and practices of Good Corporate Governance are implemented at all levels of the organization | 10% | 100% | **Skor *Assessment* GCG meningkat dibanding tahun 2022**<br>The GCG Assessment score has increased compared to 2022 |
| **Pelaksanaan Rapat Komite minimal 4 (empat) kali dalam 1 (satu) tahun**<br>Holding Committee Meetings at least 4 (four) times in 1 (one) year | 10% | 110% | **23 kali Rapat Komite**<br>23 Committee Meetings |
| **Dewan Komisaris melakukan kunjungan ke cabang/wilayah dalam rangka melaksanakan fungsi pengawasan minimal 1 (satu) kali dalam 1 (satu) tahun**<br>The Board of Commissioners visits branches/regions to carry out supervisory functions at least 1 (one) time in 1 (one) year | 10% | 110% | **Kunjungan ke lokasi proyek RS Bali**<br>Visit to the Bali Hospital project site |
| **Melaksanakan program pengenalan bagi Dewan Komisaris yang baru**<br>Implementing an introduction program for the new Board of Commissioners | 10% | 100% | **Tidak ada Komisaris baru sepanjang tahun 2023**<br>There was no new Commissioners throughout 2023 |

## *Assessment* GCG Aspek 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 2023, hasil penilaian terhadap kinerja GCG Dewan Komisaris mencapai nilai 89,26%.

Hasil *assessment* GCG untuk kriteria terkait Dewan Komisaris, yaitu:

1. Sekretaris Dewan Komisaris diharapkan membuat dokumen tingkat kehadiran/keaktifan anggota Dewan Komisaris dalam mengikuti program pengenalan perusahaan.
2. Dewan Komisaris diharapkan untuk melaporkan hasil pelatihan yang telah dijalani sesuai dengan topik/materi pelatihan.
3. Dewan Komisaris diharapkan dapat menyusun rencana kerja dan anggaran tahunan dengan menambahkan muatan anggaran tahunan dan disahkan oleh Dewan Komisaris.
4. Dewan Komisaris diharapkan dapat memastikan bahwa kebijakan/pedoman yang memuat bentuk informasi yang disampaikan baik yang berkala maupun insidentil dan terdapat juga standar waktu penyampaiannya dan mekanisme penyampaian informasi tersebut oleh Direksi.
5. Dewan Komisaris diharapkan memberikan simpulan dalam tanggapan tertulis persetujuan bahwa rancangan RKAP telah selaras atau tidak selaras dengan RJPP.
6. Proses pembahasan atas saran, permasalahan atau keluhan *stakeholder* yang dilakukan oleh Dewan Komisaris diharapkan menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).

## Program Kerja Dewan Komisaris 2023

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;

## GCG Assessment Aspects of the Board of Commissioners

The Company determines the performance assessment of the Board of Commissioners based on a GCG assessment carried out using criteria and methodology based on the Decree of the Secretary of the Ministry of BUMN No.SK-16/S.MBU/2012 dated 6 June 2012 concerning indicators/parameters for assessment and evaluation of the implementation of GCG in SOE.

In 2023, the results of the assessment of the Board of Commissioners' GCG performance reached a value of 89.26%.

GCG assessment results for criteria related to the Board of Commissioners, namely:

1. The Secretary of the Board of Commissioners is expected to create a document on the level of presence/activity of members of the Board of Commissioners in participating in the company introduction program.
2. The Board of Commissioners is expected to report the results of the training that has been undertaken in accordance with the training topic/material.
3. The Board of Commissioners is expected to be able to prepare an annual work plan and budget by adding the contents of the annual budget and ratifying it by the Board of Commissioners.
4. The Board of Commissioners is expected to ensure that the policies/guidelines contain the form of information submitted both periodically and incidentally and that there is also a standard time for delivery and a mechanism for conveying this information by the Board of Directors.
5. The Board of Commissioners is expected to provide a conclusion in a written response of approval that the draft RKAP is in line with or not in line with the RJPP.
6. The process of discussing suggestions, problems or stakeholder complaints carried out by the Board of Commissioners is expected to use all tools within the Board of Commissioners (Board of Commissioners Committee).

## Board of Commissioners Work Program 2023

1. Regular meetings of the Board of Commissioners and Directors;
2. Commissioners Committee Meeting;
3. Prepare annual work programs for each committee of the Board of Commissioners;
4. Capability improvement program through seminars/training for the Board of Commissioners;
5. Review and Assessment of the Company's annual report, audited financial reports and GMS materials;
6. Review and recommendations for the RKAP and RJPP proposed by the Board of Directors;
7. Discuss and provide recommendations on Directors' transactions which fall under the authority of the Board of Commissioners in accordance with the Company's AD;

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:
    a. Kebijakan/rancangan dan pelaksanaan sistem pengendalian intern;
    b. 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;
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.

Adapun kegiatan yang dilakukan berdasarkan fungsinya adalah sebagai berikut:

8. Ensure that the principles of Good Corporate Governance have been implemented by the Company;
9. Review the results of the GCG assessment and follow up on areas of improvement from the GCG assessment results which are the responsibility of the Board of Commissioners;
10. Provide direction regarding the company's internal control system, including:
    a. Policy/design and implementation of the internal control system;
    b. Evaluation results and effectiveness of internal control at the entity and operational levels;
11. Provide direction regarding risk management policies and their implementation;
12. Provide direction regarding information technology policies and their implementation;
13. Provide direction regarding career development and its implementation;
14. Provide direction regarding accounting policies and their implementation;
15. Provide direction regarding policies for procurement of goods and services and their implementation;
16. Provide direction regarding quality and service policies and their implementation;
17. Supervise and monitor the Board of Directors' compliance in implementing applicable laws and regulations and agreements with third parties;
18. Conduct discussions and provide recommendations on Directors' transactions which fall under the authority of the Board of Commissioners in accordance with the Company's AD;
19. Ensure that external audits and internal audits are carried out effectively and carry out reviews of complaints related to the company received by the Board of Commissioners and implement these plans.

The activities carried out based on their functions are as follows:

| ASPEK PENGAWASAN<br>SUPERVISORY ASPECTS | | |
|---|---|---|
| 1 | **Memberikan rekomendasi kepada Direksi atas Usulan Penetapan RKAP, Penetapan RJPP, Penetapan KPI Perusahaan, Penetapan KAP dan usulan lainnya.**<br>Provide recommendations to the Board of Directors on proposals for determining RKAP, determining RJPP, determining company KPIs, determining KAP and other proposals. | • **4 Empat poin Rekomendasi RKAP 2023**<br>• **Menandatangani KPI Perusahaan**<br>• **Menandatangani RKAP 2023**<br>• **Surat Penetapan KAP**<br>• **Surat Penunjukan Pelaksana Tugas Direktur Oeprasi**<br>• **5 (lima) Surat Rekomendasi Dewan Komsiaris**<br>• **3 (tiga) Surat Persetujuan Dewan Komisaris**<br>• 4 Four point Recommendations for the 2023 RKAP<br>• Signing Company KPIs<br>• Signed the 2023 RKAP<br>• KAP Determination Letter<br>• Letter of Appointment of Acting Director of Operations<br>• 5 (five) Letters of Recommendation from the Board of Commissioners<br>• 3 (three) Letters of Approval from the Board of Commissioners |
| 2 | • **Melakukan pengawasan dan evaluasi atas kegiatan investasi, operasional dan keuangan yang ditetapkan dalam RKAP.**<br>• **Melakukan monitoring, pengawasan dan evaluasi atas kebijakan dan pelaksanaan, antara lain: Teknologi Informasi, Pelaksanaan Audit Internal dan Eksternal, Investasi, dll.**<br>• Supervise and evaluate investment, operational and financial activities specified in the RKAP.<br>• Monitoring, supervising and evaluating policies and implementation, including: Information Technology, Internal and External Audit Implementation, Investment, etc. | • **14 kali Rapat BOD-BOC**<br>• **23 Kali Rapat Komite**<br>• 14 BOD-BOC meetings<br>• 23 Committee Meetings |

| ASPEK PELAPORAN<br>REPORTING ASPECTS | | |
|---|---|---|
| 1 | **Menyampaikan Program Kerja Tahunan Dewan Komisaris kepada Pemegang Saham.**<br>Delivering the Annual Work Program of the Board of Commissioners to Shareholders. | **1 (satu) pelaporan**<br>1 (one) report |
| 2 | **Menyampaikan Laporan Tugas Pengawasan Dewan Komisaris Tahun 2020.**<br>Submitting the 2020 Board of Commissioners Supervisory Duties Report. | **1 (satu) pelaporan**<br>1 (one) report |

| ASPEK LAIN<br>OTHER ASPECTS | | |
|---|---|---|
| 1 | **Melaksanakan *Management Walk Through* ke Unit Usaha Pertamedika.**<br>Carrying out a Management Walk Through to the Pertamedika Business Unit. | **1 (satu) kunjungan**<br>1 (one) visit |
| 2 | **Penyusunan KPI Dewan Komisaris.**<br>Preparation of KPI for the Board of Commissioners. | |

| No | Issue Strategis<br>Strategic Issues | Rekomendasi Dewan Komisaris<br>Recommendation of the Board of Commissioners |
|---|---|---|
| 1. | **Kinerja Perusahaan**<br>Company Performance | **1. Agar dilakukan penambahan layanan baru yaitu klinik thematic, antara lain klinik diabetic dan klinik estetika**<br>**2. *Cost effectiveness program* penurunan BOPO harus masuk dalam program kerja**<br>**3. Cari *Payer Service* untuk *Holding* IHC dan BIH/BPH muali 2024**<br>**4. RS harus memiliki *talent champion*, agar dilaksanakan pelatihan I (satu) hari terkait *customer service*, pengembangan bisnis, dan *leadership* dengan melakukan identifikasi 5-10 orang *talent champion* minimal 3 orang per RS**<br>**5. *Target Finance*:**<br>**a. Tanpa akusisi *growth* 11% (organik)**<br>**b. Dengan akusisi growth harus lebih tinggi 20% (EBITDA Margin)**<br>**6. Peraturan Menteri BUMN tentang risiko, agar dilakukan pemisahan antara Komite Audit & Manajemen Risiko. Akan dilakukan pembahasan sendiri bersama *strategic partner***<br>**7. Untuk non BPJS agar dibuat formula sendiri di tahun 2024 untuk potongan dokter, 10% untuk dokter yang *income generating***<br>1. To add new services, namely thematic clinics, including diabetic clinics and aesthetic clinics<br>2. The cost effectiveness of the BOPO reduction program must be included in the work program<br>3. Look for Payer Service for IHC and BIH/BPH Holding starting 2024<br>4. Hospitals must have talent champions, so that one (1) day training is carried out regarding customer service, business development and leadership by identifying 5-10 talent champions, at least 3 people per hospital<br>5. Target Finance:<br>a. Without acquisition growth 11% (organic)<br>b. With acquisitions growth must be 20% higher (EBITDA Margin)<br>6. Regulation of the Minister of BUMN regarding risk, so that there is a separation between the Audit & Risk Management Committee. A private discussion will be held with strategic partners<br>7. For non-BPJS, their own formula should be made in 2024 for doctors' deductions, 10% for doctors who are income generating |
| 2. | **Pelaksanaan *Unlcok Value* Melalui pencarian Mitra Strategis**<br>Implementation of Unlock Value Through the search for Strategic Partners | **1. *Strategic Partner* harus dimanfaatkan untuk memperbaiki segala kekurangan dan kesulitan uang terjadi agar menjadi klausul dari mereka antara Pertamina dan BUMN dengan calon investor, karena akan mengikat mengenai representasi, praktek HR dsb.**<br>**2. Direksi agar memonitor pemenuhan *Condition precedent* untuk *first drawdown***<br>**3. Direksi perlu memperhatikan kembali terkait *timeline* penyampaian dokumen administrasi mengenai *strategic partner* agar proses transaksi tidak terlambat**<br>**4. Pada prinsipnya BOC menyetujui untuk memberikan rekomendasi kepada Direksi dalam penandatanganan MCB IA dan IRA dengan menambahkan poin terkait pengembalian MCL Biofarma**<br>1. Strategic Partners must be used to correct all deficiencies and financial difficulties that occur so that they become a clause between Pertamina and BUMN and potential investors, because it will be binding regarding representation, HR practices, etc.<br>2. The Board of Directors must monitor the fulfillment of the Condition precedent for the first drawdown<br>3. The Board of Directors needs to pay more attention to the timeline for submitting administrative documents regarding strategic partners so that the transaction process is not delayed<br>4. In principle, the BOC agrees to provide recommendations to the Board of Directors in signing the MCB IA and IRA by adding points related to the return of the Biofarma MCL |

| No | Issue Strategis<br>Strategic Issues | Rekomendasi Dewan Komisaris<br>Recommendation of the Board of Commissioners |
|---|---|---|
| 3. | **Pembangunan Bali International Hospital**<br>Construction of the Bali International Hospital | **1. Direksi agar mendetailkan kembali jumlah kebutuhan dokter yang diperlukan, agar dikategorikan masing masing kebutuhan SDM (Dokter) berdasarkan layanan**<br>**2. Direksi agar melakukan *update* kembali *progress* dari infrastruktur yang lain, seperti IT dan strategi marketing**<br>**3. Direksi agar melakukan pembanding/*benchmark* ke RS Abudabi yang berkerjasama dengan Mayo Clinic**<br>**4. Direksi agar menunjuk konsultan BCG untuk membantu melakukan analisa pasar bagaimana *go to market* dan proyeksi *revenue* dan *financial***<br>**5. Direksi menentukan *planning* ke depan disertai kesiapan untuk implementasinya:**<br>**a. Mulai dari produk, problemnya apa, kemudian targetnya di tahun pertama dan selanjutnya seperti apa**<br>**b. Kesiapan IT bagaimana yang menjadi *concern* utama, *Front office* secara digital seperti apa**<br>**c. *Cardiology* yang akan dilakukan nantinya *benchmark*nya bagaimana**<br>1. The Board of Directors should detail the number of doctors required, so that each HR (Doctor) need is categorized based on service<br>2. The Board of Directors should update the progress of other infrastructure, such as IT and marketing strategies<br>3. The Board of Directors to carry out comparisons/benchmarks at Abudabi Hospital which collaborates with the Mayo Clinic<br>4. The Board of Directors should appoint a BCG consultant to help carry out market analysis on how to go to market and revenue and financial projections<br>5. The Board of Directors determines future plans accompanied by readiness for implementation:<br>a. Starting from the product, what the problem is, then what the targets are in the first year and beyond<br>b. What IT readiness is the main concern, what is the digital front office like<br>c. What will be the benchmark for cardiology that will be carried out later |

## Keputusan-Keputusan Dewan Komisaris Tahun Buku 2023

## Decisions of the Board of Commissioners for Fiscal Year 2023

| No | Keputusan/Rekomendasi/Persetujuan Dewan Komisaris<br>Decision/Recommendation/Approval of the Board of Commissioners |
|---|---|
| 1. | **Surat Rekomendasi Usulan Revisi Anggaran Biaya Investasi (ABI) pada RKAP 2023**<br>Recommendation Letter for Proposed Revision of the Investment Cost Budget (ABI) in the 2023 RKAP |
| 2. | **Surat Rekomendasi Rencana Kerja dan Anggaran Perusahaan Tahun 2022 PT Pertamina Bina Medika IHC**<br>Letter of Recommendation for the 2022 Work Plan and Company Budget of PT Pertamina Bina Medika IHC |
| 3. | **Surat Rekomendasi Daftar Nominated Talent**<br>Recommendation Letter for Nominated Talent List |
| 4. | **Surat Rekomendasi Usulan Penyesuaian Remunerasi Direksi dan Dewan Komisaris Tahun 2023**<br>Letter of Recommendation on Proposed Adjustments to the Remuneration of Board of Directors and Board of Commissioners in 2023 |
| 5. | **Surat Rekomendasi Penandatanganan Mandatory Convertible Bond Issuance Agreement (MCB IA) dan Investor Rights Agreement (IRA) PT Pertamina Bina Medika IHC**<br>Letter of Recommendation for Signing the Mandatory Convertible Bond Issuance Agreement (MCB IA) and Investor Rights Agreement (IRA) PT Pertamina Bina Medika IHC |
| 6. | **Surat Persetujuan Perubahan Struktur Organisasi Jabatan I (satu) Tingkat di bawah Direksi**<br>Approval Letter for Changes in Organizational Structure for Position I (one) Level below the Board of Directors |
| 7. | **Surat Persetujuan Menempatkan Wakil Perseroan menjadi Calon Anggota Komisaris Anak Perusahaan PT Pertamina Bina Medika IHC**<br>Approval Letter for Placing Company Representatives as Candidates for Commissioners of the Subsidiary of PT Pertamina Bina Medika IHC |
| 8. | **Surat Persetujuan menempatkan Wakil Perseroan menjadi Calon Anggota Komisaris Anak Perusahaan PT Pertamina Bima Medika IHC**<br>Letter of Approval to place a Company Representative as a Candidate Member of Commissioners of the Subsidiary of PT Pertamina Bima Medika IHC |
| 9. | **Surat Dukungan Pemilihan Mitra Strategis dalam Pendirian Anak Perusahaan di Wilayah KEK Kesehatan Bali**<br>Letter of Support for Selection of Strategic Partners in Establishing a Subsidiary in the Bali Health KEK Area |
| 10. | **Surat Hasil Penilaian Kinerja Dewan Komisaris dan Komite Penunjang, serta usulan Penilaian Kinerja Direksi PT Pertamina Bina Medika IHC Tahun 2022**<br>Letter of Performance Assessment Results of the Board of Commissioners and Supporting Committees, as well as a proposal for the Performance Assessment of the Board of Directors of PT Pertamina Bina Medika IHC for 2022 |
| 11. | **Surat Review Dewan Komisaris atas Kinerja Kantor Akuntan Publik (KAP) PT Pertamina Bina Medika IHC Tahun Buku 2022 dan Usulan Penunjukan KAP Tahun Buku 2023**<br>Board of Commissioners Review Letter on the Performance of the Public Accounting Firm (KAP) of PT Pertamina Bina Medika IHC for Fiscal Year 2022 and Proposed Appointment of KAP for Fiscal Year 2023 |
| 12. | **Surat Telaah atas laporan Tahunan PT Pertamina Bina Medika IHC Tahun Buku 2022**<br>Review Letter on the Annual Report of PT Pertamina Bina Medika IHC for Fiscal Year 2022 |

| No | Keputusan/Rekomendasi/Persetujuan Dewan Komisaris<br>Decision/Recommendation/Approval of the Board of Commissioners |
|---|---|
| 13. | **Surat Penunjukan Pelaksanaan Tugas Direktur Operasi PT Pertamina Bina Medika IHC**<br>Letter of Appointment for the Implementation of Duties of Director of Operations at PT Pertamina Bina Medika IHC |

## Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris melakukan penilaian kinerja kepada komite-komite 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 Committees Under the Board of Commissioners

The Board of Commissioners carries out performance assessments on the committees that help carry out their duties and responsibilities, namely the Audit Committee, Risk Management Committee, Investment Committee and Nomination & Remuneration Committee. This assessment was carried out based on the Minister of State for State-Owned Enterprises Regulation No. PER-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises as explained in Article 29, that evaluation of committee performance is carried out every year according to the procedures determined by the Board of Commissioners. The performance assessment of the Board of Commissioners Committees is based on the reports provided by each committee. More complete information regarding the performance assessment of the Board of Commissioners committees is provided in each discussion of the Audit Committee, Risk Management Committee, Investment Committee and Nomination & Remuneration Committee in this Annual Report.

# 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;
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.

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.

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.

Pada tahun 2023, posisi Komisaris Independen Pertamedika IHC dijabat oleh Bapak Henry Hendrawan yang diangkat berdasarkan RUPS Sirkuler Perseroan tanggal 9 Juni 2021.

Independent Commissioners are members 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. Not working for the government, including in departments, institutions and the military within the last three years;
3. Not working in a company affiliated with PT Pertamina Bina Medika IHC within the last three years;
4. Has no financial relations, 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 business interests and activities or other relationships that could hinder or interfere with the ability of Independent Commissioners from outside PT Pertamina Bina Medika IHC to act or think freely within the scope of PT Pertamina Bina Medika IHC.

At least 20% (twenty percent) of the members of the Board of Commissioners must come from outside the company (Independent Commissioners). In accordance with the Management Guidelines for Pertamina's Subsidiaries and Joint Venture Companies, which are the reference for all Subsidiaries in carrying out Company activities, Shareholders can appoint Independent Commissioners by considering the integrity and competence of those concerned.

The nomination of candidates for Commissioners from outside Pertamina by the Directors of Pertamina as Shareholders must comply with the rules and regulations regarding the nomination and appointment of the Board of Commissioners of Subsidiaries/Joint Venture Companies that apply at Pertamina.

In 2023, the position of Independent Commissioner of Pertamedika IHC is served by Mr. Henry Hendrawan who was appointed based on the Company's Circular GMS on June 9, 2021.

# 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.

### Tugas, Wewenang, dan Tanggung Jawab Direksi

1. Membuat daftar pemegang saham, daftar khusus, risalah Profil Perusahaan *Company Profile* 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);

Within the Company, the Board of Directors holds full authority and responsibility for the administration 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 are also the representative of the Company both inside and outside the court in accordance with the Company's Articles of Association. These responsibilities are carried out in accordance with the Company's Articles of Association, the applicable provisions of the Law on Limited Liability Companies, as well as the laws and regulations where the Company is domiciled/established.

### Duties, Authorities and Responsibilities of the Board of Directors

1. Make a list of shareholders, special list, minutes of Company Profile GMS and minutes of board of directors' meetings;
2. Prepare annual reports and Company financial documents;
3. Maintain all lists, minutes and financial documents of the Company.
4. Manage the Company's assets, and must obtain approval from the GMS in terms of transferring or using the Company's assets as collateral for debt.
5. Develop strategies including developing Company operations and risk management policies and their implementation;
6. Direct and monitor the Company's performance in achieving the Company's strategic objectives and ensure the implementation of Company policies, in this case realizing the implementation of RJPP and RKAP, including achieving financial and non-financial targets;
7. Generate optimal profits for Shareholders;
8. Maintain a balance of interests of all parties involved in the Company in accordance with ethical values and applicable laws and regulations;
9. Ensure that the Company always complies with laws and regulations that have legal force, including the Law on Taxation, fair competition, labor, health safety, security and environment (HSSE);
10. Fulfill clear, complete and balanced Key Performance Indicators (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;

11. Membangun dan memanfaatkan teknologi informasi;
12. Menindaklanjuti temuan-temuan auditor internal dan auditor eksternal serta melaporkannya kepada Dewan Komisaris;
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.

11. Develop and utilize information technology;
12. Follow up on the findings of internal auditors and external auditors and report them to the Board of Commissioners;
13. Report relevant information to the Board of Commissioners, including regarding succession/mutation/promotion of key (senior) managers, HR development programs, Corporate Social Responsibility (CSR) activities, risk management accountability, HSSE implementation, and performance of information technology utilization;
14. Together with the Board of Commissioners, prepare and submit the Company's Annual Report and Financial Report for approval at the GMS; and Organizing a GMS and preparing GMS minutes.

As part of implementing the principle of transparency, members of the Board of Directors are also required to report the shares they own and/or those owned by their families, both Company shares and 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 are tasked with carrying out all actions related to the management of the Company for the interests of the Company and in accordance with the aims and objectives of the Company as well as representing the Company both inside and outside the Court regarding all matters and all events with restrictions as regulated in the statutory regulations, the Articles Basis, and/or GMS Resolution.
2. In carrying out its duties, the Board of Directors has the authority to:
   a. Establish policies in leading the management of the Company.
   b. Regulate provisions regarding Company personnel including employee development, determination of wages and other income, partner and/or awards for service and retirement benefits for Company employees based on applicable laws and regulations and/or GMS Resolutions.
   c. Appoint and dismiss Company employees based on employment regulations and applicable laws and regulations.
   d. Regulate the handover of the powers of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors specifically appointed for this 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. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilikan kekayaan Perseroan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.
g. Menerima pinjaman jangka pendek:
   i) Yang timbul karena pelaksanaan kegiatan usaha.
   ii) Dari pemegang saham dan entitas bisnis lain yang masih dalam lingkup Pertamina Group.
   iii) Dari Bank atau lembaga keuangan lainnya dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.
h. Memberikan pinjaman jangka pendek:
   i) Yang timbul karena pelaksanaan kegiatan usaha.
   ii) Kepada anak perusahaan Perseroan.
   iii) Kepada pemegang saham dan entitas bisnis lainnya yang masih dalam lingkup Pertamina Group.

3. Menerima pinjaman jangka menengah/panjang dari pemegang saham dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.
4. Memberikan pinjaman jangka menengah/panjang kepada anak perusahaan Perseroan dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.

## Kewajiban Direksi

Direksi juga diwajibkan menyelenggarakan program Tanggung Jawab Sosial (*Corporate Social Responsibility* atau CSR) atas nama Perseroan 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 Perseroan dan berlaku efektif setelah disetujui oleh Dewan Komisaris.

## 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.
4. Menetapkan sasaran kinerja serta evaluasi kinerja korporasi sesuai ketentuan yang berlaku.

f. Carry out other actions both regarding the management and ownership of the Company's assets, in accordance with the provisions stipulated in the Articles of Association and determined by the GMS based on applicable laws and regulations.
g. Receive short term loans:
   i) Those arising from the implementation of business activities.
   ii) From shareholders and other business entities that are still within the scope of the Pertamina Group.
   iii) From banks or other financial institutions with certain value limits determined by the Board of Commissioners.
h. Providing short term loans:
   i) Those arising from the implementation of business activities.
   ii) To the Company's subsidiaries.
   iii) To shareholders and other business entities that are still within the scope of the Pertamina Group.

3. Receive medium/long term loans from shareholders with certain value limits determined by the Board of Commissioners.
4. Providing medium/long term loans to the Company's subsidiaries with certain value limits determined by the Board of Commissioners.

## Board of Directors' Obligations

The Board of Directors are also required to carry out a Social Responsibility (Corporate Social Responsibility or CSR) program on behalf of the Company to realize behavior as a good citizen in the environment where the Company operates, and always pay attention to the interests of stakeholders. The Board of Directors must develop and ensure the implementation of a formal and transparent system regarding the appointment of workers, determining salaries, and carrying out fair evaluations of employee performance, namely through KPIs which are cascading from the Board of Directors' KPIs.

The achievement of the worker's KPI is then used as a consideration tool in providing rewards and consequences to the worker concerned. This system must also reflect the Company's interests and be effective after being approved by the Board of Commissioners.

## 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. Determining performance targets as well as evaluating corporate performance in accordance with applicable regulations.

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 non-keuangan 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.
19. Menetapkan kebijakan tentang sistem pengendalian internal yang efektif untuk mengamankan investasi, kegiatan usaha, dan aset korporasi.

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. Determine the organizational structure and appoint officers up to a certain level as regulated by the Board of Directors' decision.
7. Establish policies relating to industrial relations and worker welfare.
8. Provide accountability and all information regarding the condition and running of the corporation in the form of an annual report including financial reports to the GMS in accordance with good corporate governance.
9. Develop and implement an integrated corporate risk management program which is part of the implementation of the Good Corporate Governance program.
10. Establish effective information technology governance policies for corporations.
11. Establish Health, Safety, Environment (HSE) policies in the Company.
12. Ensure that the company always complies with laws and regulations that have legal provisions, including the Law on Taxation, fair competition, labor, health, safety, security and environment (HSSE).
13. Fulfill clear, complete and balanced Key Performance Indicators (KPI), both from financial and non-financial aspects to determine the achievement of the company's mission and goals in accordance with the Performance Contract.
14. Follow up on the findings of internal auditors and external auditors and report them to the Board of Commissioners.
15. Report relevant information to the Board of Commissioners, including regarding succession/mutation/promotion of key (senior) managers, HR development programs, corporate social responsibility activities, risk management accountability, HSSE implementation, and performance use of information technology.
16. Carry out social responsibility (Corporate Social Responsibility) on behalf of the company.
17. Create a formal and transparent system regarding the appointment of workers, determining salaries, and carrying out fair evaluations of worker performance which is cascading from the Directors' KPI. Achieving worker KPIs is one of the tools for considering the provision of rewards and consequences to the workers concerned. This system must also reflect the interests of the company and be effective after being approved by the Board of Commissioners.
18. Develop and lead the implementation of Good Corporate Governance guidelines, including drafting provisions governing measurement and reporting mechanisms for suspected irregularities that may occur.
19. Establish policies regarding an effective internal control system to safeguard investments, business activities and corporate assets.

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.

## Tugas dan Wewenang Masing-Masing Direktur

Tugas dan Wewenang Direktur Utama

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 perusahaan, kebijakan hukum, kebijakan audit, pembentukan budaya perusahaan, peningkatan citra, dan tata kelola Perusahaan (GCG).

20. Disclose the implementation of Good Corporate Governance in the Company and important information in annual reports and financial reports and other information to other parties, in accordance with applicable laws and regulations in a timely, accurate, clear and objective manner.
21. Ensure that stakeholder rights are guaranteed based on applicable laws and regulations and/or agreements made by the corporation with workers, service users, suppliers and other stakeholders.
22. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association or determined by the GMS and regulations.

## Duties and Authorities of Each Director

Duties and Authorities of the President Director

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, ratify all Directors' Decrees;
7. Represent the Company inside and outside the Court provided that all actions of the President Director have been approved at the Board of Directors Meeting;
8. Determine the decision to be taken if at the Board of Directors Meeting there are an equal number of votes agreeing and disagreeing;
9. If deemed necessary, the President Director can provide information to stakeholders regarding decisions of the Board of Directors that have a major impact on the public, whether related to business decisions, legal aspects, or issues regarding the company that are developing in society;
10. The President Director concentrates on coordinating the company's external problem solving, planning-controlling policies-achieving the company's long-term targets, legal policies, audit policies, establishing corporate culture, improving 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 dan 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 the 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
5. Direct and control corporate financial management including funding, budget, treasury, accounting, taxes and insurance.
6. Directing and controlling information technology management in information & technology Enterprise wide systems to support corporate and holding business innovations.
7. Direct and control all activities in strategy and implementation related to governance and risk control.
8. Establish a long-term strategic plan for the Directorate of Finance and Risk Management.
9. Establish policies and provide HR development under the control of the Directorate of Finance and Risk Management.

## 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 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.

## Duties and Authorities of the Director of Medical Operations

1. Lead and control policy development, management and reporting of medical operations to improve corporate performance.
2. Responsible for medical operational policies in accordance with the decisions of the Board of Directors as well as the effectiveness and efficiency of functions under the Medical Directorate as well as achieving operational performance targets for the Medical Directorate.
3. Monitor, control and evaluate all health service activities in business units and subsidiaries so as to create quality health services, including the quality of medical services, nursing, supervision and control of supporting medical services, and nursing. As well as maintaining clinical quality, patient safety and as much as possible minimizing problems related to clinical quality and patient safety.
4. Direct and coordinate the preparation of the Medical Directorate's Work Plan and Budget.

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 Perseroan.
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.
9. Menetapkan rencana strategis jangka panjang Direktorat Operasi.
10. Menetapkan kebijakan dan melakukan pembinaan SDM dibawah kendali Direktorat Operasi.

5. Control the management of operational and HR costs effectively and efficiently, transparently, accountably and auditably; and able to increase income which has an impact on company development.
6. Ensure the creation of a strategic and integrated managed care system and health fund management in all business units in accordance with business strategy and development.
7. Lead, direct, supervise and determine policies related to HSE functions so that the implementation of HSE function services can run in accordance with applicable plans and regulations.
8. Establish a long-term strategic plan for the Medical Directorate.
9. Establish policies and provide human resource development under the control of the Medical Directorate.

## Duties and Authorities of the Director of Operations

1. Lead and control policy development, management and reporting on business development to improve corporate performance.
2. Responsible for Development, Marketing and business cooperation policies in accordance with the decisions of the Board of Directors as well as the effectiveness and efficiency of functions under the Operations Directorate as well as achieving operational performance targets of the Operations Directorate.
3. Monitor, control and evaluate all policies and analysis of business growth, product innovation, new business opportunities and marketing strategies as well as building good relationships with investors and business partners.
4. Direct and coordinate the preparation of the Operations Directorate's Work Plan and Budget.
5. Control the management of development and marketing costs effectively and efficiently, transparently, accountably and auditably; and able to increase income which has an impact on the Company's development.
6. Plan, compile, analyze and evaluate product development strategies and business collaborations.
7. Plan, compile, analyze and evaluate corporate, business unit and subsidiary marketing strategies.
8. Lead and direct investment planning to support corporate and holding business innovations and ensure the effectiveness of investment planning and implementation.
9. Determine the long-term strategic plan for the Operations Directorate.
10. Establish policies and provide HR development under the control of the Operations Directorate.

## 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 Perseroan.
8. Melakukan Evaluasi terhadap pencapaian kinerja Direktorat SDM & Pengadaan.
9. Melakukan Pembinaan SDM dibawah kendali Direktur SDM & Pengadaan.

## Duties and Authorities of the 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. Ensure that the Development and Management of Human Resources Planning, Policies and Strategy runs in accordance with the Company's business strategy.
7. Ensure that Procurement Planning, Policy and Strategy Management runs in accordance with the Company's business strategy.
8. Evaluate the performance achievements of the HR & Procurement Directorate.
9. Carry out HR Development under the control of the Director of HR & Procurement.

## Susunan Direksi

Susunan Direksi PT Pertamina Bina Medika IHC per tanggal 31 Desember 2023 adalah sebagai berikut:

## Composition of the Board of Directors

The composition of the Board of Directors of PT Pertamina Bina Medika IHC as of 31 December 2022 is as follows:

| No | Nama<br>Name | Jabatan<br>Position |
|---|---|---|
| 1 | **Mira Dyah Wahyuni** | **Direktur Utama**<br>President Director |
| 2 | **Budi Raharjo Legowo** | **Direktur Keuangan dan Manajemen Risiko**<br>Director of Finance and Risk Management |
| 3 | **Asep Saepul Rohmat** | **Direktur SDM & Pengadaan**<br>Director of HR & Procurement |
| 4 | **Lia Gardenia Partakusuma** | **Direktur Medis**<br>Director of Medical Operations |
| 5 | **Vacant** | **Direktur Operasi**<br>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 Charter

As a guide for the Board of Directors in carrying out their functions and roles, the Pertamedika IHC Board of Directors has a Board Manual which is updated regularly in accordance with industry developments. In this Board Manual, the activity stages are explained in a structured, systematic, easy to understand and can be carried out consistently, so that it can be a reference for working relationships for the Board of Directors and Board of Commissioners in carrying out their respective duties.

*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:

1. Persyaratan, Komposisi dan Masa Jabatan Direksi
2. Susunan dan Tugas & Wewenang Direksi
3. Program Pengenalan dan Peningkatan Kapabilitas
4. Batasan dan Kewenangan Direksi
5. Perbuatan Direksi Yang Wajib Memperoleh Persetujuan RUPS
6. Independensi (Kemandirian) Direksi
7. Etika Jabatan Anggota Direksi
8. Hak Direksi
9. Remunerasi Direksi
10. Rapat Direksi
11. Evaluasi Kinerja Direksi
12. Fungsi Pendukung

The current Board Manual was agreed upon and signed by the Board of Directors and Board of Commissioners in 2014 and was refined in 2017 and 2019. The contents of the Board Manual relating to the Board of Directors include:

1. Requirements, Composition and Term of Office of the Board of Directors
2. Composition and Duties & Authorities of the Board of Directors
3. Orientation and Capability Improvement Programs
4. Limitations and Authorities of the Board of Directors
5. Actions of the Board of Directors Requiring GMS Approval
6. Independence of the Board of Directors
7. Position Ethics of Members of the Board of Directors
8. Rights of the Board of Directors
9. Remuneration of the Board of Directors
10. Meeting of the Board of Directors
11. Performance Evaluation of the Board of Directors
12. 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.

## Diversity Composition of Board of Directors

The diversity of members of The Board of Directors are an important factor whose existence can support the implementation of the Directors' duties in the Company. This diversity in Education and work experience encourages fellow Directors to work together synergistically. This diversity has been adapted to the needs and complexity of the business being run.

The diversity aspect in the composition of The Board of Directors are reflected in the elements possessed by the members of the Board of Directors, including independence, expertise/education, work experience and age. The composition of the Board of Directors of PT Pertamina Bina Medika IHC currently in office has fulfilled the elements of diversity 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 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:

1. Dewan Komisaris menghormati fungsi dan peranan Direksi dalam mengurus Perseroan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar.
2. Direksi menghormati fungsi dan peranan Dewan Komisaris untuk melakukan pengawasan dan pemberian nasihat terhadap kebijakan pengurusan Perseroan.

## Work Relations Between the Board of Commissioners and the Board of Directors

The Company's achievement of optimal performance is determined by the existence of a good working relationship between the Board of Commissioners and the Board of Directors. This also plays an important role in maintaining the effectiveness and efficiency of carrying out the duties of each organ.

For this reason, the Company applies the following principles:

1. The Board of Commissioners respects the function and role of the Board of Directors in managing the Company as regulated in statutory regulations and the Articles of Association.
2. The Board of Directors respects the function and role of the Board of Commissioners to supervise and provide advice on the Company's management policies.

3. Korespondensi antara Dewan Komisaris dengan Direksi menggunakan format surat yang di dalamnya mengandung penjelasan maksud dan tujuan atas surat tersebut.
4. 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.
5. 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.
6. 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.

## 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.

## 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.

## 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 Perseroan yang bersangkutan;
4. Tingkat inflasi;
5. Faktor-faktor lain yang relevan; dan
6. Kepatuhan, yaitu tidak boleh bertentangan dengan peraturan perundang-undangan.

3. Correspondence between the Board of Commissioners and the Board of Directors uses a letter format which contains an explanation of the intent and purpose of the letter.
4. Every working relationship between the Board of Commissioners and The Board of Directors are a formal relationship, meaning that it must always be based on a standard mechanism or correspondence that can be accounted for.
5. Any informal working relationship can be carried out by each member of the Board of Commissioners and members of the Board of Directors, but cannot be used as a formal policy before going through a mechanism or correspondence that can be accounted for.
6. Every working relationship between the Board of Commissioners and The Board of Directors are an institutional relationship in the sense that the Board of Commissioners and Directors are collective positions that represent all of its members so that every working relationship between a Member of the Board of Commissioners and a Member of the Board of Directors must be known to other members of the Board of Commissioners and members of the Board of Directors.

## Remuneration of Board of Directors

For all performance provided to the Company, members of the Board of Directors receive salaries, allowances and facilities, including post-service compensation, the type and amount of which are determined by the GMS taking into account the provisions of the applicable laws and regulations.

## Procedure in Determining Remuneration of Board of Directors

1. Remuneration for the Company's Directors is proposed by the Directors after receiving a recommendation from the Board of Commissioners to be determined and approved by the GMS.
2. The provisions and calculation of Directors' remuneration are determined based on the Pertamina Subsidiary and Joint Venture Management Guidelines.

## Remuneration Determination Indicators

Determination of income (remuneration) in the form of salary/honorarium, allowances and permanent facilities is 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 regu.

Penetapan Penghasilan (Remunerasi) yang berupa Tantiem yang bersifat variabel dilakukan dengan mempertimbangkan faktor-faktor:

1. Kinerja Perusahaan, termasuk EBITDA dan *Key Performance Indicators* (KPI);
2. Tingkat Kesehatan;
3. Kondisi dan kemampuan keuangan Perseroan 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.

Determination of Income (Remuneration) in the form of variable Tantiem is carried out by considering the following factors:

1. Company Performance, including EBITDA and Key Performance Indicators (KPI);
2. Soundness Level;
3. Financial condition and capacity of the Company; And
4. Other relevant factors.

Directors' remuneration refers to the Circular GMS Resolution regarding Adjustments to the Remuneration of the Company's Directors and Board of Commissioners for the 2019 Fiscal Year dated 24 June 2019 and the Circular GMS Resolution regarding Determination of the Remuneration for the Company's Directors and Board of Commissioners for 2022 dated June 24 2019.

| Jabatan<br>Position | Honorarium | Tunjangan dan Lainnya<br>Allowances and Others | Total |
|---|---|---|---|
| **Direksi**<br>Board of Directors | **Rp4.392.841.800** | **Rp12.691.020.766** | **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 2023, Direksi mengadakan rapat sebanyak 10 (sepuluh) kali, dengan rincian sebagai berikut:

## Board of Directors Meeting

The Board of Directors may hold a meeting at any time, if:

1. Considered necessary by one or more members of the Board of Directors.
2. Upon written request from one or more members of the Board of Commissioners.
3. The shareholder who owns the largest number of shares states the matters to be discussed.

In 2023, the Board of Directors held meetings 10 (ten) times, with the following details:

| Nama<br>Name | Jabatan<br>Position | Jumlah Rapat<br>Total Meetings | Jumlah Kehadiran<br>Total Attendance | Tingkat Kehadiran (%)<br>Attendance Rate |
|---|---|---|---|---|
| **Mira Dyah Wahyuni** | **Direktur Utama**<br>President Director | **10** | **10** | **100%** |
| **Budi Raharjo Legowo** | **Direktur Keuangan dan Manajemen Risiko**<br>Director of Finance and Risk Management | **10** | **10** | **100%** |
| **Asep Saepul Rohmat** | **Direktur SDM & Pengadaan**<br>Director of HR & Procurement | **10** | **10** | **100%** |
| **Lia Gardenia P.** | **Direktur Medis**<br>Director of Medical Operations | **10** | **10** | **100%** |

### Agenda Rapat Direksi 2023
Board of Directors Meeting Agenda in 2023

| No | Hari/Tanggal<br>Day/Date | Agenda |
|---|---|---|
| **1** | **Graha RSPP, 13 Februari 2023**<br>Graha RSPP, February 13, 2023 | **Presentasi Tarif Operasi**<br>Operation Rates Presentation |
| **2** | ***Online*, 9 Februari 2023**<br>Online, February 9, 2023 | **Pencapaian PT PHC Tahun 2022**<br>PT PHC Achievements in 2022 |
| **3** | **Graha RSPP, 13 Februari**<br>Graha RSPP, 13 February | **SDM Talk Reviu**<br>HR Talk Review |

## Agenda Rapat Direksi 2023
Board of Directors Meeting Agenda in 2023

| No | Hari/Tanggal<br>Day/Date | Agenda |
|---|---|---|
| 4 | ***Online*, 17 maret 2023**<br>Online, March 17, 2023 | ***Update Unlock Value Stratagic Partner* PBM IHC**<br>Update Unlock Value Stratagic Partner PBM IHC |
| 5 | ***Online*, 3 April2023**<br>Online, April 3, 2023 | **Perpanjangan jangka waktu dan biaya konsultan konsorsium pencarian mitra strategis Kajian pemurnian bisnis Pelindo**<br>Extension of the time period and costs for consortium consultants searching for strategic partners Pelindo business refining study |
| 6 | ***Online*, 12 April 2023**<br>Online, April 12, 2023 | • **Penentuan *support* VDR untuk *Due Diligence* Phoenix**<br>• **Isu fitur yang berlum tersedia di *next cloud***<br>• ***Cost* dan *benerfit analysis***<br>• Determination of VDR support for Due Diligence Phoenix<br>• Issue of features that are not yet available in Next Cloud<br>• Cost and benefit analysis |
| 7 | ***Online*, 17 April 2023**<br>Online, April 17, 2023 | • **RJPP PT RS PELNI**<br>• **RJPP PT NMU**<br>• ***Performance Review* TW I**<br>• ***Update progress* Bali International Hospital**<br>• ***Due Diligence* dengan *Swire* dan INA**<br>• RJPP PT RS PELNI<br>• PT NMU RJPP<br>• Performance Review QW I<br>• Update the progress of Bali International Hospital<br>• Due Diligence with Swire and INA |
| 8 | ***Online*, 26 April 2023**<br>Online, April 26, 2023 | ***Draft* kesepatan Novasi Surat Perjanjian dan Dana Talangan**<br>Draft agreement on Novation Letter of Agreement and Bailout Funds |
| 9 | ***Online*, 5 Mei 2023**<br>Online, May 5, 2023 | • **Sistem IT BIH**<br>• **Proses Pengadaan SAP**<br>• **Hardware**<br>• **Usulan Struktur Organisasi ICT IHC Korporat**<br>• BIG IT System<br>• SAP Procurement Process<br>• Hardware<br>• Proposed Corporate ICT IHC Organizational Structure |
| 10 | ***Online*, 25 September 2023**<br>Online, September 25, 2023 | ***Roll Over Pain* PT PBH** |

## 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:

## Board of Directors Training Program

In order to improve the quality of the performance of the Board of Directors as management and administrators of the Company, training and/or education is needed for the Board of Directors, so that their functions and capabilities within the Company can be maximized. Throughout 2022, the training attended by members of The Board of Directors are as follows:

| No | Tanggal<br>Date | Pelatihan<br>Training | Peserta<br>Participant |
|---|---|---|---|
| 1 | **11 Januari 2023**<br>January 11, 2023 | **Sosialisasi Pedoman Penilaian Kinerja Direksi, Dewan Komisaris & Komite di SH dan AP Pertamina**<br>Socialization of Performance Assessment Guidelines for Board of Directors, Board of Commissioners & Committees in SH and AP Pertamina | **Pertamina Group** |
| 2 | **12 Januari 2023**<br>January 12, 2023 | ***Workshop* ESG**<br>ESG Workshops | **PBM IHC** |
| 3 | **18 Februari 2023**<br>February 18, 2023 | **Narsum *Job Career and Development Program***<br>Narsum Job Career and Development Program | **PPI X Dunia** |
| 4 | **23 Februari 2023**<br>February 23, 2023 | **Narsym *Talkshow The Tourism World Updates* SME *Matters* 2023**<br>Narsym Talkshow The Tourism World Updates SME Matters 2023 | **WTN Travel Bali** |
| 5 | **30 April 2023**<br>April 30, 2023 | **Diskusi Terbuka Rancangan UU Kesehatan**<br>Open Discussion of Draft Health Law | **Asclepedia GMK** |

## Penilaian Kinerja 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.

## 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.

## Pihak yang Melakukan Penilaian

Untuk penilaian kinerja Direksi di Perseroan tahun 2023, pihak yang bertugas melakukan penilaian adalah Dewan Komisaris dan RUPS.

## KPI Direksi 2023

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).

## Board of Directors' Performance Assessment

**Board of Directors' Assessment Criteria**

Determination of the criteria used in evaluating the performance of the Directors is determined at the GMS based on the Directors' Key Performance Indicators (KPI). In addition, the performance assessment criteria for Directors can also be carried out individually and proposed by the Remuneration Committee of Commissioners or by the Board of Commissioners to be determined at the GMS and at least include:

1. Preparation of KPIs at the beginning of the year and evaluation of their achievements.
2. Attendance Rate 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.

## Mechanism/Process of the Board of Directors

The performance of The Board of Directors are the result of the collegial work of all its members which is reflected in the realization of the annual Company Budget Work Plan (RKAP). The success of the Directors' performance is measured by the Company's Health Level and the Directors' KPI.

## Party Carrying Out the Assessment

To assess the performance of the Board of Directors in the Company in 2023, the parties tasked with carrying out the assessment are the Board of Commissioners and the GMS.

## Board of Directors' KPI for 2023

KPI or Key Performance Indicators are qualitative parameters used to measure the performance of members of the Board of Directors. The process of determining KPIs is carried out by the Company periodically at the beginning of each year which includes targets to be achieved in order to encourage the Company's development. In compiling the KPI, Pertamedika IHC conducted a challenge session with the Company's largest shareholder, namely PT Pertamina (Persero) and the results were then ratified through the Company's Circular GMS. The preparation of KPIs is also carried out by paying attention to SMART principles, namely Specific, Measurable, Attainable, Relevant and Time-bound (Have a target time).

## KPI PT Pertamina Bina Medika IHC 2023

| No | Item<br>Item | Satuan<br>Unit | Target 2023 | | | | Polaritas<br>Polarity | Bobot (%) |
|---|---|---|---|---|---|---|---|---|
| | | | TW I | TW II | TW III | TW IV | | |
| **Finansial (35%)**<br>Financial (35%) | | | | | | | | |
| 1 | **Laba Bersih**<br>Net Profit | IDR Miliar | 111 | 336 | 621 | 810 | Max | 10 |
| 2 | **Overhead Cost to EBITDA** | % | 110 | 82 | 71 | 60 | Min | 7 |
| 3 | **Realisasi Investasi – ABI**<br>Investment Realization – ABI | % | 85-100 | 85-100 | 85-100 | 85-100 | Max | 5 |
| 4 | **Interest Bearing Debt to Equity** | % | 18 | 20 | 20 | 17 | Min | 7 |
| 5 | **Collection Period** | Hari | 60 | 60 | 60 | 60 | Min | 6 |
| **Customer Focus (20%)** | | | | | | | | |
| 1 | **Customer Satisfaction Index** | Likert Scale | - | - | - | 4 | Max | 7 |
| 2 | **One Brand (Standarisasi patient experience)**<br>One Brand (Standardization of patient experience) | Jumlah RS | 5 | 10 | 15 | 20 | Max | 7 |
| 3 | **Prosentase Reservasi Online/Call Centre Pasien Rawat Jalan**<br>Percentage of Outpatient Online/Call Center Reservations | % | 10 | 10 | 10 | 10 | Max | 6 |
| **Internal Process (25%)** | | | | | | | | |
| 1 | **Standarisasi System IT Pelaporan (ERP) di Unit Usaha**<br>Standardization of IT Reporting Systems (ERP) in Business Units | % | 25 | 50 | 60 | 80 | Max | 8 |
| 2 | **Growth Pihak ke 3 Rawat Jalan dan Rawat Inap**<br>3rd Party Growth Outpatient and Inpatient | % | 10 | 10 | 10 | 10 | Max | 9 |
| 3 | **Bed Occupancy Rate (BOR)** | % | 64,1 | 64,1 | 64,1 | 64,1 | Max | 8 |
| **Learning & Growth (20%)** | | | | | | | | |
| 1 | **Pencapaian Learning Hours**<br>Achievement of Learning Hours | Hr/ employee/yr | 50 | 100 | 150 | 200 | Max | 4 |
| 2 | **Unlock value (Strategic Partnership dan Pengembangan KEK RS Bali International)**<br>Unlock value (Strategic Partnership and KEK Development at Bali International Hospital) | % | 100 | 100 | 100 | 100 | Max | 8 |
| | **Aspirasi Pemegang Saham untuk peningkatan Digitalisasi dan Sinergi**<br>Shareholders' aspirations for increased digitalization and synergy | | | | | | | |
| 3 | **a. Jumlah pengguna aktif telemedicine/ rujuk merujuk**<br>a. Number of active telemedicine users/ referrals | Kun | 37500 | 75000 | 112500 | 150000 | Max | 4 |
| 4 | **b. Jumlah item produk farmasi BUMN (obat dan BMHP) yang diberikan kesempatan masuk dalam Formulation Pertamedika IHC**<br>b. Number of BUMN pharmaceutical product items (drugs and BMHP) that are given the opportunity to be included in the Pertamedika IHC Formulation | SKU | 500 | 500 | 500 | 500 | Max | 4 |
| **Boundary KPI** | | | | | | | | |
| 1 | **Number of Accident (NoA)** | # | 0 | 0 | 0 | 0 | Min | - |
| 2 | **Pengelolaan Risiko**<br>Risk Management | % | 100 | 100 | 100 | 100 | Max | - |
| 3 | **Tindak Lanjut Rekomendasi Hasil Audit Internal dan Eksternal**<br>Follow-up on Recommendations from Internal and External Audit Results | % | 100 | 100 | 100 | 100 | Max | - |
| 4 | **GCG Implementation Compliance** | % | 23 | 46 | 69 | 93 | Max | - |
| 5 | **Optimalisasi Pelaksanaan Sinergi Pertamina Group**<br>Optimizing the Implementation of Pertamina Group Synergies | % | 100 | 100 | 100 | 100 | Max | - |

# TINGKAT KESEHATAN PERUSAHAAN

Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Tingkat Kesehatan Perusahaan dinilai menggunakan Peringkat (*Rating*) yang didasarkan pada Pemeringkatan yang dilakukan oleh Perusahaan Pemeringkat Nasional, Perusahaan Pemeringkat Internasional, maupun Perusahaan Pemeringkat Nasional yang terafiliasi dengan Perusahaan Pemeringkat Internasional.

Dalam rangka memenuhi peraturan tersebut, Penilaian Tingkat Kesehatan Perusahaan melalui Pemeringkatan (*Rating*) dilakukan oleh Lembaga Pemeringkat Nasional (Pefindo) dengan hasil Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Akhir (*Final Rating*), yaitu idA (sa) dan idAA/*Stable*.

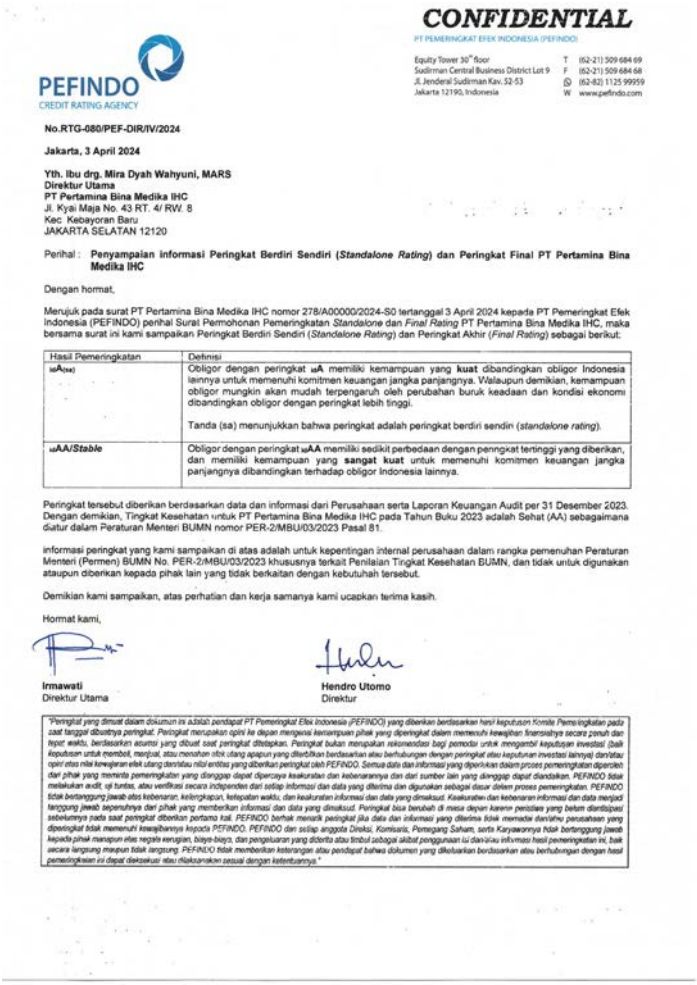
Peringkat tersebut diberikan berdasarkan data dan informasi dari Perusahaan serta Laporan Keuangan Audit per 31 Desember 2023. Dengan demikian, Tingkat Kesehatan untuk PT Pertamina Bina Medika IHC pada Tahun Buku 2023 adalah Sehat (AA) sebagaimana diatur dalam Peraturan Menteri BUMN nomor PER-2/MBU/03/2023 Pasal 81.

# COMPANY HEALTH LEVEL

Based on the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Company's Health Level is assessed using Ratings based on Ratings conducted by National Rating Companies, International Rating Companies, and National Rating Companies affiliated with International Rating Companies.

In order to fulfill the regulation, the assessment of the Company's Health Level through Rating is carried out by the National Rating Agency (Pefindo) with the results of Standalone Rating and Final Rating, namely idA (sa) and idAA/Stable.

The rating is given based on data and information from the Company and the Audited Financial Statements as of December 31, 2023. Thus, the Health Level for PT Pertamina Bina Medika IHC in Fiscal Year 2023 is Healthy (AA) as stipulated in the Regulation of the Minister of SOEs number PER-2/MBU/03/2023 Article 81.



**CONFIDENTIAL**

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PEFINDO
CREDIT RATING AGENCY

**No.RTG-080/PEF-DIR/IV/2024**

**Jakarta, 3 April 2024**

**Yth. Ibu drg. Mira Dyah Wahyuni, MARS**
**Direktur Utama**
**PT Pertamina Bina Medika IHC**
Jl. Kyai Maja No. 43 RT. 4/ RW. 8
Kec. Kebayoran Baru
JAKARTA SELATAN 12120

Perihal : **Penyampaian informasi Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Final PT Pertamina Bina Medika IHC**

Dengan hormat,

Merujuk pada surat PT Pertamina Bina Medika IHC nomor 278/A00000/2024-S0 tertanggal 3 April 2024 kepada PT Pemeringkat Efek Indonesia (PEFINDO) perihal Surat Permohonan Pemeringkatan *Standalone* dan *Final Rating* PT Pertamina Bina Medika IHC, maka bersama surat ini kami sampaikan Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Akhir (*Final Rating*) sebagai berikut:

| Hasil Pemeringkatan | Definisi |
|---|---|
| idA(sa) | Obligor dengan peringkat idA memiliki kemampuan yang **kuat** dibandingkan obligor Indonesia lainnya untuk memenuhi komitmen keuangan jangka panjangnya. Walaupun demikian, kemampuan obligor mungkin akan mudah terpengaruh oleh perubahan buruk keadaan dan kondisi ekonomi dibandingkan obligor dengan peringkat lebih tinggi.<br><br>Tanda (sa) menunjukkan bahwa peringkat adalah peringkat berdiri sendiri (*standalone rating*). |
| idAA/*Stable* | Obligor dengan peringkat idAA memiliki sedikit perbedaan dengan peringkat tertinggi yang diberikan, dan memiliki kemampuan yang **sangat kuat** untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan terhadap obligor Indonesia lainnya. |

Peringkat tersebut diberikan berdasarkan data dan informasi dari Perusahaan serta Laporan Keuangan Audit per 31 Desember 2023. Dengan demikian, Tingkat Kesehatan untuk PT Pertamina Bina Medika IHC pada Tahun Buku 2023 adalah Sehat (AA) sebagaimana diatur dalam Peraturan Menteri BUMN nomor PER-2/MBU/03/2023 Pasal 81.

informasi peringkat yang kami sampaikan di atas adalah untuk kepentingan internal perusahaan dalam rangka pemenuhan Peraturan Menteri (Permen) BUMN No. PER-2/MBU/03/2023 khususnya terkait Penilaian Tingkat Kesehatan BUMN, dan tidak untuk digunakan ataupun diberikan kepada pihak lain yang tidak berkaitan dengan kebutuhan tersebut.

Demikian kami sampaikan, atas perhatian dan kerja samanya kami ucapkan terima kasih.

Hormat kami,

**Irmawati**
Direktur Utama

**Hendro Utomo**
Direktur

*"Peringkat yang dimuat dalam dokumen ini adalah pendapat PT Pemeringkat Efek Indonesia (PEFINDO) yang diberikan berdasarkan hasil keputusan Komite Pemeringkatan pada saat tanggal dibuatnya peringkat. Peringkat merupakan opini ke depan mengenai kemampuan pihak yang diperingkat dalam memenuhi kewajiban finansialnya secara penuh dan tepat waktu, berdasarkan asumsi yang dibuat saat peringkat ditetapkan. Peringkat bukan merupakan rekomendasi bagi pemodal untuk mengambil keputusan investasi. Dalam keputusan untuk membeli, menjual, atau menahan efek utang apapun yang diterbitkan berdasarkan atau berhubungan dengan peringkat atau keputusan investasi lainnya dan/atau opini atas nilai kewajaran efek utang dan/atau nilai entitas yang diberikan peringkat oleh PEFINDO. Semua data dan informasi yang diperoleh dalam proses pemeringkatan diperoleh dari pihak yang meminta pemeringkatan yang dianggap dapat dipercaya keakuratan dan kebenarannya dan dari sumber lain yang dianggap dapat diandalkan. PEFINDO tidak melakukan audit, uji tuntas, atau verifikasi secara independen dari setiap informasi dan data yang diterima dan digunakan sebagai dasar dalam proses pemeringkatan. PEFINDO tidak bertanggung jawab atas kebenaran, kelengkapan, ketepatan waktu, dan keakuratan informasi dan data yang dimaksud. Keakuratan dan kebenaran informasi dan data menjadi tanggung jawab sepenuhnya dari pihak yang memberikan informasi dan data yang dimaksud. Peringkat bisa berubah di masa depan karena peristiwa yang belum diantisipasi sebelumnya pada saat peringkat diberikan pertama kali. PEFINDO berhak menarik peringkat jika data dan informasi yang diterima tidak memadai dan/atau perusahaan yang diperingkat tidak memenuhi kewajibannya kepada PEFINDO. PEFINDO dan setiap anggota Direksi, Komisaris, Pemegang Saham, serta Karyawannya tidak bertanggung jawab kepada pihak manapun atas negate kerugian, biaya-biaya, dan pengeluaran yang diderita atau timbul sebagai akibat penggunaan ini dan/atau informasi hasil pemeringkatan ini, baik secara langsung maupun tidak langsung. PEFINDO tidak memberikan keterangan atau pendapat bahwa dokumen yang diterbitkan berdasarkan atau berhubungan dengan hasil pemeringkatan ini dapat dieksekusi atau dilaksanakan sesuai dengan ketentuannya."*

## Pelaksanaan Tugas Direksi 2023

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 2022;
16. Menyusun laporan tahunan tahun buku 2022;
17. Melaksanakan rencana investasi tahun 2023;
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 Assistant 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 Makassar yang menjadi RS khusus otak dan jantung di wilayah Makassar;
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.

## Implementation of Board of Directors' Duties in 2023

1. Contribute to handling COVID-19 in all state-owned hospitals;
2. Make changes to the organizational structure;
3. Carry out assessments at all levels of the organization;
4. Implement employee promotion policies as part of HR development;
5. Conduct GCG socialization;
6. Implementing GCG areas of improvement;
7. Carrying out GCG assessments;
8. Carrying out performance dialogue with majority shareholders;
9. Carrying out performance dialogue with Subsidiaries;
10. Implement all company circular shareholder decisions;
11. Carrying out coordination meetings both with business units and with KSO Subsidiaries/RS;
12. Carry out worker training and training with AP/RS KSO;
13. Carry out accreditation guidance to KSO Hospital;
14. Carry out LHKPN reporting;
15. Carrying out the Annual GMS for the 2022 Financial Year;
16. Prepare an annual report for the 2022 financial year;
17. Implement investment plans for 2023;
18. Prepare RKAP for 2023;
19. Carry out monitoring of business unit performance achievements in 2022;
20. Carrying out a challenge session on performance targets for business units, corporations and subsidiaries in 2023;
21. Carry out an audit of the 2022 financial statements by a Public Accounting Firm;
22. Determine 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. Place company representatives as Directors and Board of Commissioners of Subsidiaries;
25. Develop operational and financial dashboards;
26. Implementing the unlock value program includes:
    a. Biofarma's capital investment plan in Pertamedika IHC;
    b. Search for strategic partners;
27. Implement the transformation program and carry out monitoring & evaluation of the program;
28. Implement centralization of branding & marketing throughout Pertamedika IHC;
29. Operationalization of Pertamina Royal Biringkanaya Makassar Hospital, which is a special brain and heart hospital in the Makassar area;
30. Collaborating with Mayo Clinic in consulting design for Bali International Hospital;
31. Implement and develop the IHC Telemed program;
32. Implement ISO 9001:2015 certification;
33. Implement ISO 37001:2016 certification;
34. Implement ISO 45001 certification;
35. Carrying out collaboration with leading universities in Indonesia;
36. Exploring collaboration with international strategic partners in terms of improving services at RSPP.

# ORGAN PENDUKUNG DEWAN KOMISARIS

## SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

## Komite Audit dan Manajemen Risiko

Dalam rangka optimalisasi tugas dan tanggung jawab Dewan Komisaris dalam melakukan fungsi pengawasan serta mewujudkan sistem GCG, maka pada tahun 2022, Perseroan melakukan perubahan nomenklatur jabatan organ pendukung Dewan Komisaris dari yang semula Komite Audit menjadi Komite Audit dan Manajemen Risiko sesuai dengan Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8.

### Tugas dan Tanggung Jawab Komite Audit dan Manajemen Risiko

1. Membantu Dewan Komisaris memastikan efektivitas 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:

## Audit and Risk Management Committee

In order to optimize the duties and responsibilities of the Board of Commissioners in carrying out supervisory functions and realizing a GCG system, in 2022, the Company will change the nomenclature of positions supporting the Board of Commissioners from the original Audit Committee to the Audit and Risk Management Committee in accordance with Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8.

### Duties and Responsibilities of the Audit and Risk Management Committee

1. Assist the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of implementing the duties of external auditors and internal auditors.
2. Assess the implementation of activities and audit results carried out by internal auditors and external auditors, as well as supervise the implementation of follow-up actions by the Board of Directors regarding the findings of internal and external auditors.
3. Provide recommendations regarding improvements to the management control system and its implementation.
4. Ensure that there are satisfactory evaluation procedures for all information that has been released by the Company.
5. Identify matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
6. Supervision of the financial reporting process by emphasizing that applicable financial standards and policies are met.
7. Supervise the audit of external financial reports and assess the quality of service and reasonableness of fees proposed by the external auditor.
8. Supervise internal auditor and external auditor reports to ensure that all key areas of risk and control are addressed.
9. Provide recommendations to the Board of Commissioners regarding the appointment of external auditors based on independence, scope of assignment and compensation for services.
10. Supervise Corporate Governance processes.
11. Monitor that the company complies with all applicable laws and regulations, requiring internal auditors to report in writing the results of Corporate Governance audits and other findings.
12. Provide input to the Board of Commissioners in the form of a review of the implementation of risk management and risk studies carried out by the Company on:

a. Kegiatan perencanaan Perseroan.
b. Kegiatan investasi Perseroan.
c. Kegiatan operasi Perseroan.

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 kerja sama 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 Perseroan.
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.

## 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.

## Susunan, Jumlah, Komposisi, dan Dasar Penunjukan Komite Audit dan Manajemen Risiko

a. Company planning activities.
b. The Company's investment activities.
c. Company operational activities.

13. Monitor and ensure that the Company's Long Term Plan and Work Plan and Budget have taken into account risk management principles.
14. Reviewing risk studies from requests for approval from the Company's Directors to the Board of Commissioners for Corporate Action plans, including:
    a. Investment.
    b. Establishment of Subsidiaries.
    c. Company Long Term Plan.
    d. Operational cooperation contract.
    e. Asset Management.
    f. Asset Guarantee.
15. Provide recommendations to the Company's Directors 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 assessment process.
16. Evaluate the Company's operational and business development risk management policies and strategies.
17. Review compliance with laws and regulations relating 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 as requested by the Board of Commissioners.

## Authority of the Audit and Risk Management Committee

In carrying out its duties, the Audit and Risk Management Committee has several authorities, including:

1. Gain access to Company documents, data and information needed to carry out their duties.
2. Communicate directly with parties related to the Committee's duties.
3. Involve independent parties outside the Committee members who are needed to assist in carrying out their duties (if necessary) after obtaining approval from the Board of Commissioners.
4. Carry out other authorities granted by the Board of Commissioners.

## Structure, Number, Composition and Basis for Appointment of the Audit and Risk Management Committee

| No | Nama<br>Name | Jabatan<br>Position | Dasar Penunjukan<br>Basis of Appointment | Dasar Penunjukan<br>Tenure |
|---|---|---|---|---|
| 1 | **Farid Harianto** | **Ketua**<br>Chairman | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **Mengikuti masa jabatan sebagai Dewan Komisaris**<br>Following his term of office as the Board of Commissioners |

| No | Nama<br>Name | Jabatan<br>Position | Dasar Penunjukan<br>Basis of Appointment | Dasar Penunjukan<br>Tenure |
|---|---|---|---|---|
| 2 | **Dyna Lusi Susanti** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |
| 3 | **Briliana Setyawitta Wardhani** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |

## Profil Anggota Komite Audit dan Manajemen Risiko

## Profile of Audit and Risk Management Committee Members

**Farid Harianto**
Ketua Komite Audit dan Manajemen Risiko
Masa Jabatan: Mengikuti masa jabatan sebagai Dewan Komisaris
Chair of the Audit and Risk Management Committee
Tenure: Follows the term of office as Board of Commissioners

Profil Ketua Komite Audit dan Manajemen Risiko Farid Harianto dapat dilihat pada bagian profil Dewan Komisaris, Bab Profil Perusahaan, Laporan Tahunan ini.

**Dasar Hukum Pengangkatan sebagai Ketua Komite Audit dan Manajemen Risiko**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

The profile of the Chairman of the Audit and Risk Management Committee, Farid Harianto, can be seen in the profile section of the Board of Commissioners, Company Profile Chapter, this Annual Report.

**Legal Basis for Appointment as Chair of the Audit and Risk Management Committee**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

**Dyna Lusi Susanti**
Anggota Komite Audit dan Manajemen Risiko
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Audit and Risk Management Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
43 Tahun per 31 Desember 2023

**Tempat, Tanggal Lahir**
Blitar, 20 Februari 1980

**Riwayat Pendidikan**
- S1 Universitas Gadjah Mada (2002)
- S2 Universitas Airlangga (2016)

**Keahlian**
Manajemen Audit
Manajemen Risiko

**Riwayat Pekerjaan**
- Auditor Ahli Muda (2003-2008) di Fields Marketing & Trading
- Auditor Ahli Madya (2009-2011) di Fields Marketing & Trading
- Senior Auditor (2011-2018) di Fields Marketing & Trading
- Manager MPP Internal Audit (2018-Sekarang) di Fields Mega Project & Petrochemical

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
43 Years old as of December 31, 2023

**Birth**
Blitar, February 20, 1980

**Educational Background**
- Bachelor Degree from Universitas Gadjah Mada (2002)
- Master's Degree from Universitas Airlangga (2016)

**Expertise**
- Audit Management
- Risk Management

**Career History**
- Junior Expert Auditor (2003-2008) in Marketing & Trading Fields
- Associate Expert Auditor (2009-2011) in Marketing & Trading Fields
- Senior Auditor (2011-2018) in Fields Marketing & Trading
- Manager of MPP Internal Audit (2018-Present) in Fields Mega Project & Petrochemical

**Legal Basis for Appointment**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Briliana Setyawitta Wardhani**
Anggota Komite Audit dan Manajemen Risiko
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Audit and Risk Management Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
58 Tahun per 31 Desember 2023

**Kelahiran**
Bogor, 18 September 1965

**Riwayat Pendidikan**
S1 Universitas Indonesia (1990)

**Keahlian**
Manajemen Keuangan
Penasihat Keuangan

**Riwayat Pekerjaan**
- Konsultan (1991-1994) di Andersen Consulting (Accenture)
- Division Head/Senior Analyst – Property, Retail and Service; Natural Resources (1994-1998) di PEFINDO
- VP/Group Head – Asset Management Unit (1999-2004) dan Team Leader (1998-1999) di Badan Penyehatan Perbankan Nasional (BPPN/IBRA)
- Team Leader – Portfolio and Operational Risk Group (2004-2005) di Bank Mandiri (Persero) Tbk
- Corporate Finance Group (2005-2008) di PT Moody's Indonesia/ PT Kasnic Credit Rating Indonesia
- Project Advisor Director/Project Leader (2008-Juni 2022) di PT Independent Research and Advisory Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
58 Tahun per 31 Desember 2023

**Kelahiran**
Bogor, September 18, 1965

**Educational Background**
Bachelor Degree at Universitas Indonesia (1990)

**Expertise**
Financial Management
Financial Advisor

**Career History**
- Consultant (1991-1994) at Andersen Consulting (Accenture)
- Division Head/Senior Analyst – Property, Retail and Service; Natural Resources (1994-1998) at PEFINDO
- VP/Group Head – Asset Management Unit (1999-2004) and Team Leader (1998-1999) at the National Bank Restructuring Agency (BPPN/IBRA)
- Team Leader – Portfolio and Operational Risk Group (2004-2005) at Bank Mandiri (Persero) Tbk
- Corporate Finance Group (2005-2008) at PT Moody's Indonesia/ PT Kasnic Credit Rating Indonesia
- Project Advisor Director/Project Leader (2008-June 2022) at PT Independent Research and Advisory Indonesia

**Legal Basis for Appointment**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

## Masa Jabatan Anggota Komite

1. Ketua dan anggota komite diangkat dan diberhentikan oleh Dewan Komisaris.
2. Pengangkatan dan pemberhentian anggota komite dilaporkan kepada pemegang saham.
3. Masa jabatan anggota komite yang berasal dari, dan merupakan anggota Dewan Komisaris Perusahaan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.
4. 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.
5. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun

## Term of Office of Committee Members

1. The chairman and members of the committee are appointed and dismissed by the Board of Commissioners.
2. The appointment and dismissal of committee members is reported to shareholders.
3. The term of office of committee members who originate 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.
4. The term of office of committee members who are not members of the Company's Board of Commissioners is a maximum of 2 (two) years and can be extended once for a 1 (one) year term of office, without prejudice to the Board of Commissioners' right to dismiss them at any time.
5. The accumulated term of office of a person as a committee member in one Subsidiary/Joint Company 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, rapat-rapat komite, rencana kerja dan penganggaran, dan evaluasi kinerja komite diatur dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite

## Committee Independence

The Audit Committee and other committees carry out their functions by acting independently of the Board of Directors and periodically providing 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 budgeting, and evaluation of committee performance are regulated in the committee charter

terkait. Seluruh anggota komite tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

determined by the Board of Commissioners based on the recommendations of the relevant committees. All committee members do not have any familial or business affiliations with members of the Board of Commissioners and members of the Board of Directors.

### Rapat Komite Audit dan Manajemen Risiko

### Audit and Risk Management Committee Meetings

| Nama<br>Name | Jabatan<br>Position | Jumlah Wajib Rapat<br>Mandatory Number of Meetings | Jumlah Kehadiran<br>Total Attendance | Persentase<br>Percentage |
|---|---|---|---|---|
| **Farid Harianto** | **Ketua**<br>Chairman | **6** | **6** | **100%** |
| **Dyna Lusi Susanti** | **Anggota**<br>Member | **6** | **6** | **100%** |
| **Briliana Setyawitta Wardhani** | **Anggota**<br>Member | **6** | **6** | **100%** |

| No | Hari/Tanggal<br>Day/Date | Tempat<br>Venue | Agenda |
|---|---|---|---|
| 1 | **Kamis, 26 Januari 2023**<br>Thursday, January 26 2023 | ***Online*** | ***Update progress* audit Laporan Keuangan TB 2022**<br>Update on audit progress of Financial Report 2022 |
| 2 | **Jumat, 14 April 2023**<br>Friday, April 14 2023 | ***Online*** | ***Closing Audit Report* Tahun Buku 2022**<br>Closing Audit Report for Fiscal Year 2022 |
| 3 | **Rabu, 5 September 2023**<br>Wednesday, September 5 2023 | ***Online*** | **Diskusi hasil telaah *Internal Audit Report*, Juni 2023 dan Q2**<br>Discussion of Internal Audit Report review results, June 2023 and Q2 |
| 4 | **Kamis, 7 September 2023**<br>Thursday, September 7, 2023 | ***Online*** | ***Pre Concurrence* KAK Jasa *Non Assurance* terkait kerja sama BIH**<br>Pre Concurrence KAK Non Assurance Services related to BIH cooperation |
| 5 | **Rabu, 27 September 2023**<br>Wednesday, September 27 2023 | ***Online*** | **Re-FID Bali International Hospital**<br>Re-FID Bali International Hospital |
| 6 | **Rabu, 8 November 2023**<br>Wednesday, November 8, 2023 | ***Online*** | ***Follow up* isu audit terkait piutang usaha dan PYMHD**<br>Follow up audit issues related to business receivables and PYMHD |

## Remunerasi Anggota Komite Audit dan Manajemen Risiko

### Kebijakan

Honorarium anggota Komite Audit dan Manajemen Risiko Pertamedika IHC diberikan sesuai dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, bahwa:

1. Penghasilan Anggota Komite ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan.
2. Penghasilan Anggota Komite terdiri dari:
   a. Honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan;
   b. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
   c. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

## Remuneration of Audit and Risk Management Committee Members

### Policy

The honorarium for members of the Pertamedika IHC Audit and Risk Management Committee is given in accordance with the Minister of State for State-Owned Enterprises Regulation No. PER-06/MBU/04/2021 of 2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, that:

1. The income of Committee Members is determined by the Board of Commissioners taking into account the Company's capabilities.
2. Committee Members' Income consists of:
   a. The maximum honorarium is 20% (twenty percent) of the salary of the President Director of the Company;
   b. Health facilities in the form of inpatient care, outpatient care and medicines for the person concerned, excluding family; and
   c. The holiday allowance which is paid once in 1 (one) year is 1 (one) times the honorarium.

3. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.
4. Pajak atas penghasilan Komite Dewan Komisaris/Dewan Pengawas ditanggung Perusahaan.
5. Komite Dewan Komisaris dilarang menerima penghasilan lain selain penghasilan sebagaimana dimaksud pada poin 2 di atas.

3. Members of the Board of Commissioners who become Chairmen/Members of Committees are not given additional income from that position other than income as Members of the Board of Commissioners.
4. Taxes on the income of the Board of Commissioners/ Supervisory Board Committees are borne by the Company.
5. The Board of Commissioners Committee is prohibited from receiving income other than the income referred to in point 2 above.

# 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 implementation related to policies on company investment management.

## 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 the Investment Committee

The Investment Committee has the following duties and responsibilities:

1. Review and evaluate the Company's investment plans.
2. Monitoring the implementation of investment activities that have been planned and approved by Shareholders.
3. Monitoring the utilization of investments that have been carried out.
4. Provide recommendations on the effectiveness of investment activities and implementation of investment policies in the Company.
5. Supervise the Board of Directors' policies in managing the Company.
6. Provide recommendations to the Board of Directors, including for the preparation of RJPP, RKAP based on the provisions as stipulated in the Articles of Association, GMS Resolutions and applicable laws and regulations, especially in terms of investment.
7. Review stakeholder suggestions, problems or complaints submitted directly to the Board of Commissioners.
8. Identify matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
9. Prepare the investment committee's annual work plan and budget for the Board of Commissioners to be determined and submitted to the Board of Directors for information.
10. Carry out other supervisory duties as requested by the Board of Commissioners.

## Wewenang Komite Investasi

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.

## Authorities of the Investment Committee

In carrying out its duties, the Investment Audit Committee has the authority, among others:

1. Gain access to Company documents, data and information needed to carry out their duties.
2. Communicate directly with parties related to the duties of the Investment and Remuneration Committee.
3. Involve independent parties outside the Investment and Remuneration Committee members to assist in carrying out their duties (if necessary) after obtaining approval from the Board of Commissioners.

4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

4. Carry out other authorities granted by the Board of Commissioners.

## Susunan Komite Investasi

## Composition of Investment Committee

**Susunan dan Komposisi Komite Investasi Per 31 Desember 2023**
Structure and Composition of the Investment Committee As of December 31, 2023

| No | Nama<br>Name | Jabatan<br>Position | Dasar Penunjukan<br>Basis of Appointment | Masa Jabatan<br>Tenure |
|---|---|---|---|---|
| 1 | **L. Rizka Andalucia** | **Ketua**<br>Chairman | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **Mengikuti masa jabatan sebagai Dewan Komisaris**<br>Following his term of office as the Board of Commissioners |
| 2 | **Gary Nelson** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |
| 3 | **Irvin Nasution** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |

## Profil Anggota Komite Investasi

## Profile of Investment Committee Members

**L. Rizka Andalucia**
Ketua Komite Investasi
Masa Jabatan: Mengikuti masa jabatan sebagai Dewan Komisaris
Chairman of the Investment Committee
Tenure: Follows the term of office as Board of Commissioners

Profil Ketua Komite Investasi L. Rizka Andalucia dapat dilihat pada bagian profil Dewan Komisaris, Bab Profil Perusahaan, Laporan Tahunan ini.

**Dasar Hukum Pengangkatan sebagai Ketua Komite Investasi**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

The profile of the Chairman of the Investment Committee, L. Rizka Andalucia, can be seen in the profile section of the Board of Commissioners, Company Profile Chapter, this Annual Report.

**Legal Basis for Appointment as Chairman of the Investment Committee**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

**Gary Nelson**
Anggota Komite Investasi
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Investment Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
36 Tahun per 31 Desember 2023

**Kelahiran**
Jakarta, 10 September 1987

**Riwayat Pendidikan**
- Bachelor of Laws and Bachelor of Commerce with Distinction (Actuarial Studies) dari University of New South Wales, Australia (2009)
- Master in Finance dari INSEAD, Prancis (2015)

**Keahlian**
Keuangan dan Bisnis

**Riwayat Pekerjaan**
- Investment Banking Analyst, Financial Institutions Group (2010-2013) di Macquarie Capital
- Assistant Vice President, Investments (2013-2014) di Syailendra Asia
- Vice President (2015-2016) di Creador
- CEO and Co-founder (2019-2020) di Grosenia
- CFO and Head of Strategy (2021-saat ini) di iSeller

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
36 Years old as of December 31, 2023

**Birth**
Jakarta, 10 September 1987

**Educational Background**
- Bachelor of Laws and Bachelor of Commerce with Distinction (Actuarial Studies) from the University of New South Wales, Australia (2009)
- Master in Finance from INSEAD, France (2015)

**Expertise**
Finance and Business

**Career History**
- Investment Banking Analyst, Financial Institutions Group (2010-2013) at Macquarie Capital
- Assistant Vice President, Investments (2013-2014) at Syailendra Asia
- Vice President (2015-2016) at Creador
- CEO and Co-founder (2019-2020) at Grosenia
- CFO and Head of Strategy (2021-present) at iSeller

**Legal Basis for Appointment**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

**Irvin Nasution**
Anggota Komite Investasi
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Investment Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
58 Tahun per 31 Desember 2023

**Kelahiran**
Jakarta, 1 November 1965

**Riwayat Pendidikan**
- Bachelor Degree in Accounting dari Universitas Indonesia, Jakarta (1990)
- Master of Management dari Universitas Gadjah Mada, Yogyakarta (2002)

**Keahlian**
Manajemen dan Akuntansi

**Riwayat Pekerjaan**
- Assistant Manager Subsidiaries Business/JV Non-Core-Upstream & Corporate BTP Analyst (2008-2010) 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)
- Internal Audit Manager – Upstream Internal Audit (2014-2018) di PT Pertamina (Persero)
- Head of Internal Audit (2018-2020) di PT Pertamina (Persero)

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
58 years old as of December 31, 2023

**Birth**
Jakarta, November 1, 1965

**Educational Background**
- Bachelor Degree in Accounting from the Universitas Indonesia, Jakarta (1990)
- Master of Management from Universitas Gadjah Mada, Yogyakarta (2002)

**Expertise**
Manajemen dan Akuntansi

**Career History**
- Assistant Manager Subsidiaries Business/JV Non-Core-Upstream & Corporate BTP Analyst (2008-2010) at PT Pertamina (Persero)
- Assistant Manager Economy & Business Parameters (2011-2012) at PT Pertamina (Persero)
- Audit Planning, Development & Support Manager (2012-2014) at PT Pertamina (Persero)
- Internal Audit Manager – Upstream Internal Audit (2014-2018) at PT Pertamina (Persero)
- Head of Internal Audit (2018-2020) at PT Pertamina (Persero)

**Legal Basis for Appointment**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

## Masa Jabatan Anggota Komite Investasi

1. Ketua dan anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris.
2. Pengangkatan dan pemberhentian anggota Komite dilaporkan kepada pemegang saham.
3. Masa jabatan anggota komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.
4. 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.
5. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun.

## Term of Office of Investment Committee Members

1. The Chairman and members of the Committee are appointed and dismissed by the Board of Commissioners.
2. The appointment and dismissal of Committee members is reported to shareholders.
3. The term of office of committee members who originate 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.
4. The term of office of committee members who are not members of the Company's Board of Commissioners is a maximum of 2 (two) years and can be extended once for a 1 (one) year term of office, without prejudice to the Board of Commissioners' right to dismiss them at any time.
5. The accumulated term of office of a person as a committee member in one Subsidiary/Joint Company is a maximum of 3 (three) years.

## Independensi Komite Investasi

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.

## Investment Committee Independence

The Committee carries out its functions by acting independently of the Board of Directors and periodically providing reports to the Board of Commissioners. Matters related to the working procedures of the Investment Committee and other committees, including but not limited to committee reporting, committee meetings, work plans and budgeting, and evaluation of committee performance are regulated in the committee charter determined by the

Seluruh anggota komite tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

Board of Commissioners based on the recommendations of the relevant committees. All committee members do not have any familial or business affiliations with members of the Board of Commissioners and members of the Board of Directors.

## Rapat Komite Investasi

## Investment Committee Meeting

| No | Hari/Tanggal<br>Day/Date | Tempat<br>Place | Agenda |
|---|---|---|---|
| 1 | **Kamis, 13 Juli 2023**<br>Thursday, July 13, 2023 | ***Online*** | • ***Review updating* Pedoman Investasi**<br>• ***Improvement* pengelolaan investasi**<br>• **Usulan *improvement***<br>• Review updated Investment Guidelines<br>• Improvement of investment management<br>• Suggestions for improvement |
| 2 | **Senin, 14 Agustus**<br>Monday, August 14 | ***Online*** | **Kenaikan nilai investasi Bali International Hospital dan perubahan investasi RS UNPAD**<br>Increase in the investment value of Bali International Hospital and changes in investment in UNPAD Hospital |
| 3 | **Rabu, 27 September 2023**<br>Wednesday, September 27, 2023 | ***Online*** | **Re-FID Bali International Hospital**<br>Re-FID Bali International Hospital |
| 4 | **Senin, 9 Oktober 2023**<br>Monday, October 9, 2023 | ***Online*** | **Re-FID Bali International Hospital**<br>Re-FID Bali International Hospital |
| 5 | **Senin, 16 Oktober 2023**<br>Monday, October 16, 2023 | ***Online*** | **Pembahasan revisi RKAP ABI 2023**<br>Discussion of the 2023 ABI RKAP revision |

| Nama<br>Name | Jabatan<br>Position | Jumlah Wajib Rapat<br>Mandatory Number of Meetings | Jumlah Kehadiran<br>Total Attendance | Persentase<br>Percentage |
|---|---|---|---|---|
| **L. Rizka Andalucia** | **Ketua**<br>Chairman | **5** | **5** | **100%** |
| **Gary Nelson** | **Anggota**<br>Member | **5** | **5** | **100%** |
| **Irvin Nasution** | **Anggota**<br>Member | **5** | **5** | **100%** |

## Remunerasi Anggota Komite Investasi

### Kebijakan

Honorarium anggota Komite Investasi Pertamedika IHC diberikan sesuai dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, bahwa:

1. Penghasilan Anggota Komite ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan.
2. Penghasilan Anggota Komite terdiri dari:
   a. Honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan;
   b. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
   c. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

## Remuneration of Investment Committee Members

### Policy

The honorarium for members of the Pertamedika IHC Investment Committee is given in accordance with the Minister of State for State-Owned Enterprises Regulation No. PER-06/MBU/04/2021 of 2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, that:

1. The income of Committee Members is determined by the Board of Commissioners taking into account the Company's capabilities.
2. Committee Members' Income consists of:
   a. The maximum honorarium is 20% (twenty percent) of the salary of the President Director of the Company;
   b. Health facilities in the form of inpatient care, outpatient care and medicines for the person concerned, excluding family; And
   c. The holiday allowance which is paid once in 1 (one) year is 1 (one) times the honorarium.

3. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.
4. Pajak atas penghasilan Komite Dewan Komisaris/Dewan Pengawas ditanggung Perusahaan.
5. Komite Dewan Komisaris dilarang menerima penghasilan lain selain penghasilan sebagaimana dimaksud pada poin 2 di atas.

3. Members of the Board of Commissioners who become Chairmen/Members of Committees are not given additional income from that position other than income as Members of the Board of Commissioners.
4. Taxes on the income of the Board of Commissioners/ Supervisory Board Committees are borne by the Company.
5. The Board of Commissioners Committee is prohibited from receiving income other than the income referred to in point 2 above.

# 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 conducting evaluations as well as compiling and providing recommendations to the Board of Commissioners regarding nomination and remuneration systems or policies for the Board of Commissioners, Directors and employees as a whole.

## 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;
   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.

## Duties and Responsibilities of the Human Capital Committee

The Human Capital Committee has the following duties and responsibilities:

1. Provide recommendations to the Board of Commissioners regarding nomination functions, including:
   a. Evaluate the Board of Directors' proposals regarding the company's organizational structure in order to strengthen the organization according to the company's business development needs;
   b. Composition of 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. Provide proposals/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. Prepare and provide recommendations to the Board of Commissioners regarding the system and procedure for selecting and/or replacing members of the Board of Commissioners and Directors to the Board of Commissioners to be submitted to Shareholders;
   g. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material;
   h. Conduct regular reviews of the company's Talent Management System as well as monitoring and evaluating its implementation;
   i. Evaluating the Talent Classification system and procedures carried out by the Board of Directors;

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:
      i) Struktur remunerasi
      ii) Kebijakan remunerasi
      iii) Besaran remunerasi Struktur, kebijakan dan besaran remunerasi bagi Dewan Komisaris dan Direksi tersebut dievaluasi oleh Komite Nominasi & Remunerasi sekurang-kurangnya satu kali dalam satu tahun
   c. Menyampaikan hasil evaluasi dan memberikan rekomendasi kepada Dewan Komisaris mengenai:
      i) Kebijakan remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan pada Rapat Umum Pemegang Saham
      ii) Kebijakan remunerasi bagi pejabat eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi
   d. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku
   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

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 that will 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 a proposed individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board;
m. Provide recommendations to the Board of Commissioners regarding capacity development programs for members of the Board of Directors and/or members of the Board of Commissioners.

2. Provide recommendations to the Board of Commissioners regarding the remuneration function, including:
   a. Evaluate the remuneration system/policy based on performance, risk, fairness and the Company's long-term targets and strategies
   b. Prepare and provide recommendations to the Board of Commissioners regarding:
      i) Remuneration structure
      ii) Remuneration policy
      iii) Amount of remuneration The structure, policies and amount of remuneration for the Board of Commissioners and Directors are evaluated by the Nomination & Remuneration Committee at least once a year
   c. Submit evaluation results and provide recommendations to the Board of Commissioners regarding:
      i) Remuneration policy for the Board of Directors and Board of Commissioners to be presented at the General Meeting of Shareholders
      ii) Remuneration policy for executive officers and employees as a whole to be submitted to the Board of Directors
   d. Ensure that the remuneration policy is in accordance with applicable regulations
   e. Conduct regular evaluations of the implementation of remuneration policies
   f. Assist the Board of Commissioners in conducting performance assessments according to the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners
   g. Carry out other tasks assigned by the Board of Commissioners related to 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

## Authority of the Human Capital Committee

In carrying out its duties, the Human Capital Committee has the authority, among others:

1. Gain access to Company documents, data and information needed to carry out their duties.
2. Communicate directly with parties related to the duties of the Investment and Remuneration Committee.
3. Involve independent parties outside the Investment and Remuneration Committee members to assist in carrying out their duties (if necessary) after obtaining approval from the Board of Commissioners.
4. Carry out other authorities granted by the Board of Commissioners

## Susunan Komite *Human Capital*

## Composition of the Human Capital Committee

**Susunan dan Komposisi Komite Human Capital Per 31 Desember 2023**
Structure and Composition of the Human Capital Committee As of December 31, 2023

| No | Nama<br>Name | Jabatan<br>Position | Dasar Penunjukan<br>Basis of Appointment | Masa Jabatan<br>Tenure |
|---|---|---|---|---|
| 1 | **Dante Saksono Harbuwono** | **Ketua**<br>Chairman | **Surat Keputusan Dewan Komisaris No. Kpts-043/DK. PBM/2021-S8 tanggal 9 Februari 2021**<br>Board of Commissioners Decree No. Kpts-043/DK. PBM/2021-S8 dated February 9, 2021 | **Mengikuti masa jabatan sebagai Dewan Komisaris**<br>Following his term of office as the Board of Commissioners |
| 2 | **Henry Hendrawan** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022**<br>Board of Commissioners Decree No. Kpts-477/DK. PBM/2022-S8 dated September 1, 2022 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |
| 3 | **Rizki Amelia** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022**<br>Board of Commissioners Decree No. Kpts-477/DK. PBM/2022-S8 dated September 1, 2022 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |

## Profil Anggota Komite *Human Capital*

## Profile of Human Capital Committee Members

**Dante Saksono Harbuwono**
Ketua Komite *Human Capital*
Masa Jabatan: Mengikuti masa jabatan sebagai Dewan Komisaris
Chair of the Human Capital Committee
Tenure: Follows the term of office as Board of Commissioners

Profil Ketua Komite Human Capital Dante Saksono Harbuwono dapat dilihat pada bagian profil Dewan Komisaris, Bab Profil Perusahaan, Laporan Tahunan ini.

**Dasar Hukum Pengangkatan sebagai Ketua Komite Human Capital**
Surat Keputusan Dewan Komisaris No. Kpts-043/DK. PBM/2021-S8 tanggal 9 Februari 2021

The profile of the Chairman of the Human Capital Committee, Dante Saksono Harbuwono, can be seen in the profile section of the Board of Commissioners, Company Profile Chapter, this Annual Report.

Legal Basis for Appointment as Chair of the Human Capital Committee
Board of Commissioners Decree No. Kpts-043/DK. PBM/2021-S8 dated February 9, 2021

**Henry Hendrawan**
Anggota Komite Human Capital
Masa Jabatan: Mengikuti masa jabatan sebagai Dewan Komisaris
Member of the Human Capital Committee
Tenure: Follows the term of office as Board of Commissioners

Profil Anggota Komite Human Capital Henry Hendrawan dapat dilihat pada bagian profil Dewan Komisaris, Bab Profil Perusahaan, Laporan Tahunan ini.

**Dasar Hukum Pengangkatan sebagai Ketua Komite Human Capital**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022

The profile of Human Capital Committee Member Henry Hendrawan can be seen in the Board of Commissioners profile section, Company Profile Chapter, this Annual Report.

**Legal Basis for Appointment as Chair of the Human Capital Committee**
Board of Commissioners Decree No. Kpts-477/DK. PBM/2022-S8 dated September 1, 2022

**Rizki Amelia**
Anggota Komite Human Capital
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Human Capital Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
47 Tahun per 31 Desember 2023

**Kelahiran**
Jakarta, 4 Desember 1976

**Riwayat Pendidikan**
- Bachelor in Psychology dari Universitas Persada Indonesia 'YAI', Jakarta (1999)
- Master in Applied Psychology in Human Resources dari Universitas Indonesia (2002)

**Keahlian**
Psikologi

**Riwayat Pekerjaan**
- Researcher & Psychometric Assessment Developer (1999-2011) di Kementerian Pendidikan dan Kebudayaan Indonesia
- HR Consultant (2001-2022) di Grant Thornton
- HR Associate of Management & Organization Development (MOD) (2002-2004) di 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 ConocoPhillips
- 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.
- Sr. Vice President – Head of Human Resources Business Partners (2018-2020) di Indosat Ooredoo
- Chief - Human Capital and Corporate Services (2020-2021) dan Director - Human Capital and Transformation (2021-saat ini) di Tripatra

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
47 Years old as of December 31, 2023

**Birth**
Jakarta, December 4, 1976

**Educational Background**
- Bachelor in Psychology from Universitas Persada Indonesia 'YAI', Jakarta (1999)
- Master in Applied Psychology in Human Resources from the Universitas Indonesia (2002)

**Expertise**
Psychology

**Career History**
- Researcher & Psychometric Assessment Developer (1999-2011) at the Indonesian Ministry of Education and Culture
- HR Consultant (2001-2022) at Grant Thornton
- HR Associate of Management & Organization Development (MOD) (2002-2004) at Kraft Foods
- HR Business Partner (2004-2011), Coordinator Organization Effectiveness & Strategic Staffing (2011-2012) and Manager Health, Safety, and Environmental Functional Excellence (2012-2016) at ConocoPhillips
- 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) at Indosat Ooredoo
- Chief - Human Capital and Corporate Services (2020-2021) and Director - Human Capital and Transformation (2021-present) at Tripatra

**Legal Basis for Appointment**
Board of Commissioners Decree 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.

## Term of Office of Committee Members

1. The Chairman, Vice Chairman 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 of committee members who originate 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. 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;
7. Diberhentikan berdasarkan Keputusan Dewan Komisaris.
8. 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.
9. 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.

## Independensi Komite

Komite Human Capital 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 Human Capital 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 Human Capital tidak memiliki hubungan afiliasi baik secara kekeluargaan maupun hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

3. The term of office of Committee members who are not members of the Company's Board of Commissioners is a maximum of 3 (three) years and can be extended once for a 2 (two) year term of office, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
4. The maximum accumulated term of office of committee members is 5 (five) years.
5. Committee members who originate from and are members of the Company's Board of Commissioners automatically cease when their term of office as a member of the Board of Commissioners ends or due to reasons that cause them to cease as members 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. His term of office ends;
   b. Passed Away;
   c. Resign;
7. Dismissed based on the Decree of the Board of Commissioners.
8. In the event that a member of the Board of Commissioners who serves as Chairman of a Committee ceases to be a member of the Board of Commissioners, the Chairman of the Committee must be replaced by another member of the Board of Commissioners within no later than 30 (thirty) days.
9. In the event that a Committee member who is not a member of the Company's Board of Commissioners resigns, the Board of Commissioners shall appoint a replacement no later than 60 (sixty) days from when the person concerned ceases to be a member of the Committee.

## Committee Independence

In fulfilling its function and role as a supporting organ for the Board of Commissioners, the Human Capital Committee acts independently of the Board of Directors and periodically provides reports to the Board of Commissioners. Matters related to the work procedures of the Human Capital Committee and other committees, including but not limited to committee reporting, committee meetings, work plans and budgeting, and evaluation of committee performance are regulated in the committee charter determined by the Board of Commissioners based on the recommendations of the relevant committees.

All members of the Human Capital Committee have no affiliation, either familial or business, with members of the Board of Commissioners and members of the Board of Directors.

## Rapat Komite Human Capital

## Human Capital Committee Meeting

| No | Hari/Tanggal<br>Day/Date | Tempat<br>Venue | Agenda |
|---|---|---|---|
| 1 | **Senin, 30 Januari 2023**<br>Monday, January 30, 2023 | ***Online*** | • **Status rekrutmen *talent***<br>• **Struktur Organisasi**<br>• Talent recruitment status<br>• Organizational Structure |
| 2 | **Rabu, 1 Maret 2023**<br>Wednesday, March 1, 2023 | **Jakarta** | • ***Talent Management***<br>• **Laporan *Recruitment***<br>• Talent Management<br>• Recruitment Report |
| 3 | **Rabu, 22 Maret 2023**<br>Wednesday, March 22, 2023 | ***Online*** | **Penilaian Direksi**<br>Board of Directors' Assessment |
| 4 | **Senin, 27 Maret 2023**<br>Monday, March 27, 2023 | ***Online*** | ***Talent Management*** |
| 5 | **Jumat, 14 April 2023**<br>Friday, April 14, 2023 | ***Online*** | ***Talent Management Plan*** |
| 6 | **Sabtu, 20 Mei 2023**<br>Saturday, May 20, 2023 | ***Online*** | • **Talent Identification**<br>• **Aplikasi REINATA**<br>• Talent Identification<br>• REINATA Application |

| Nama<br>Name | Jabatan<br>Position | Jumlah Rapat<br>Number of Meetings | Jumlah Kehadiran<br>Total Attendance | Persentase<br>Percentage |
|---|---|---|---|---|
| **Dante Saksono** | **Ketua**<br>Chairman | **6** | **6** | **100%** |
| **Henry Hendrawan** | **Anggota**<br>Member | **6** | **6** | **100%** |
| **Rizki Amelia** | **Anggota**<br>Member | **6** | **6** | **100%** |

## Remunerasi Anggota Komite Human Capital

### Kebijakan

Honorarium anggota Komite Investasi Pertamedika IHC diberikan sesuai dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, bahwa:

1. Penghasilan Anggota Komite ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan.
2. Penghasilan Anggota Komite terdiri dari:
   a. Honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan;
   b. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
   c. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

## Remuneration of Human Capital Committee Members

### Policy

The honorarium for members of the Pertamedika IHC Investment Committee is given in accordance with the Minister of State for State-Owned Enterprises Regulation No. PER-06/MBU/04/2021 of 2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, that:

1. The income of Committee Members is determined by the Board of Commissioners taking into account the Company's capabilities.
2. Committee Members' Income consists of:
   a. The maximum honorarium is 20% (twenty percent) of the salary of the President Director of the Company;
   b. Health facilities in the form of inpatient care, outpatient care and medicines for the person concerned, excluding family; And
   c. The holiday allowance which is paid once in 1 (one) year is 1 (one) times the honorarium.

3. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.
4. Pajak atas penghasilan Komite Dewan Komisaris/Dewan Pengawas ditanggung Perusahaan.
5. Komite Dewan Komisaris dilarang menerima penghasilan lain selain penghasilan sebagaimana dimaksud pada poin 2 di atas.

3. Members of the Board of Commissioners who become Chairmen/Members of Committees are not given additional income from that position other than income as Members of the Board of Commissioners.
4. Taxes on the income of the Board of Commissioners/ Supervisory Board Committees are borne by the Company.
5. The Board of Commissioners Committee is prohibited from receiving income other than the income referred to in point 2 above.

# 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.

## 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.

## 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.

The Digitalization Committee assists the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners, including but not limited to conducting evaluations as well as compiling and providing recommendations to the Board of Commissioners regarding the Company's digitalization transformation.

## Duties and Responsibilities of the Digitalization Committee

The Digitalization Committee has the following duties and responsibilities:

1. Review and evaluate the strategic plan for information technology and digitalization which is in line with the company's strategic plan and development.
2. Review and evaluate 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 as regulated in the Articles of Association, GMS Resolutions and applicable laws and regulations, especially in terms of information technology.
4. Provide recommendations regarding information security which includes the effectiveness of implementing information security policies and risk mitigation.
5. Conduct reviews and provide recommendations in the preparation and implementation of digitalization in terms of talent (people), hardware and software.
6. Review suggestions, problems or complaints from stakeholders submitted directly to the Board of Commissioners.
7. Identify matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
8. Prepare the committee's annual work plan and budget for the Board of Commissioners to be determined and submitted to the Board of Directors for information.
9. Carry out other supervisory duties as requested by the Board of Commissioners.

## Authority of the Digitalization Committee

In carrying out its duties, the Digitalization Committee has the authority, among others:

1. Obtain access to the Company's documents, data and information needed to carry out its duties.

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.

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 granted by the Board of Commissioners.

## Susunan, Jumlah, Komposisi, dan Dasar Penunjukan Komite Digitalisasi

## Structure, Number, Composition and Basis for Appointment of the Digitalization Committee

**Susunan dan Komposisi Komite Digitalisasi Per 31 Desember 2023**
Structure and Composition of the Digitalization Committee As of December 31, 2023

| No | Nama<br>Name | Jabatan<br>Position | Dasar Penunjukan<br>Basis of Appointment | Masa Jabatan<br>Tenure |
|---|---|---|---|---|
| 1 | **Henry Hendrawan** | **Ketua**<br>Chairman | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **Mengikuti masa jabatan sebagai Dewan Komisaris**<br>Following his term of office as the Board of Commissioners |
| 2 | **Christian Suwarna** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |
| 3 | **Samsu Sempena** | **Anggota**<br>Member | **Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8**<br>Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8 | **2022-2024, Periode Pertama**<br>2022-2024, First Period |

## Profil Anggota Komite Digitalisasi

## The Digitalization Committee Member Profiles

**Henry Hendrawan**
Ketua Komite Digitalisasi
Masa Jabatan: Mengikuti masa jabatan sebagai Dewan Komisaris
Chair of the Digitalization Committee
Tenure: Follows the term of office as Board of Commissioners

Profil Ketua Komite Digitalisasi Henry Hendrawan dapat dilihat pada bagian profil Dewan Komisaris, Bab Profil Perusahaan, Laporan Tahunan ini.

**Dasar Hukum Pengangkatan sebagai Ketua Komite Digitalisasi**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022

The profile of the Chairman of the Digitalization Committee, Henry Hendrawan, can be seen in the profile section of the Board of Commissioners, Company Profile Chapter, this Annual Report.

Legal Basis for Appointment as Chair of the Digitalization Committee
Board of Commissioners Decree No. Kpts-477/DK. PBM/2022-S8 dated 1 September 2022

**Christian Suwarna**
Anggota Komite Digitalisasi
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Digitalization Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
38 Tahun per 31 Desember 2023

**Kelahiran**
Jakarta, 26 Juli 1985

**Riwayat Pendidikan**
Bachelor of Science, Electrical & Computer Engineering dari The University of Texas, Austin (2007)

**Keahlian**
Teknik Elektro dan Komputer

**Riwayat Pekerjaan**
- Software Engineer II (2007-2010) di Apple Inc
- Consultant (2010-2014) dan Project Leader (2015-2016) di Boston Consulting Group
- Senior Vice President, Business Development (2016-2019) dan CEO, Traveloka Experience & CMO (2019-2021) di Traveloka

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
38 years old as of December 31, 2023

**Birth**
Jakarta, July 26, 1985

**Educational Background**
Bachelor of Science, Electrical & Computer Engineering from The University of Texas, Austin (2007)

**Expertise**
Electrical and Computer Engineering

**Career History**
- Software Engineer II (2007-2010) at Apple Inc
- Consultant (2010-2014) and Project Leader (2015-2016) at Boston Consulting Group
- Senior Vice President, Business Development (2016-2019) and CEO, Traveloka Experience & CMO (2019-2021) at Traveloka

**Legal Basis for Appointment**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

**Samsu Sempena**
Anggota Komite Digitalisasi
Masa Jabatan: 2022-2024, Periode Pertama
Member of the Digitalization Committee
Tenure: 2022-2024, First Period

**Kewarganegaraan**
Indonesia

**Usia**
33 Tahun per 31 Desember 2023

**Kelahiran**
Bandung, 7 Oktober 1990

**Riwayat Pendidikan**
- S1 Informatics Engineering dari Institut Teknologi Bandung (2012)
- Osaka University School of Engineering Science (2011)
- University of California, Berkeley, haas School of Business (2020)

**Keahlian**
Teknik dan Informatika

**Riwayat Pekerjaan**
- Engineer Lead (2012-2014) dan Head of Product, Commerce (2014-2015) di PT Traveloka Indonesia
- Chief Technology Officer (2015-2020) di PT Airy Nest Indonesia
- Lead Engineer/Venture CTO (2020-2022) di BCG Digital Ventures
- Director of Technology (2022-saat ini) di PMO Prakerja

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8

**Citizenship**
Indonesia

**Age**
33 Years old as of December 31, 2023

**Birth**
Bandung, October 7, 1990

**Educational Background**
- Bachelor of Science in Informatics Engineering from Institute Teknologi Bandung (2012)
- Osaka University School of Engineering Science (2011)
- University of California, Berkeley, haas School of Business (2020)

**Expertise**
Engineering and Informatics

**Career History**
- Engineer Lead (2012-2014) and Head of Product, Commerce (2014-2015) at PT Traveloka Indonesia
- Chief Technology Officer (2015-2020) at PT Airy Nest Indonesia
- Lead Engineer/Venture CTO (2020-2022) at BCG Digital Ventures
- Director of Technology (2022-present) at PMO Pre-Employment

**Legal Basis for Appointment**
Board of Commissioners Decree No. Kpts-477/DK.PBM/2022-S8

## Masa Jabatan Anggota Komite

1. Ketua dan anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris.
2. Pengangkatan dan pemberhentian anggota Komite dilaporkan kepada pemegang saham.
3. Masa jabatan anggota komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.

## Term of Office of Committee Members

1. The Chairman and members of the Committee are appointed and dismissed by the Board of Commissioners.
2. The appointment and dismissal of Committee members is reported to shareholders.
3. The term of office of committee members who originate 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.

4. 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.

5. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun.

4. The term of office of committee members who are not members of the Company's Board of Commissioners is a maximum of 2 (two) years and can be extended once for a 1 (one) year term of office, without prejudice to the Board of Commissioners' right to dismiss them at any time.
5. The accumulated term of office of a person as a committee member in one Subsidiary/Joint Company is a maximum of 3 (three) years.

## Independensi Komite Digitalisasi

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 maupun hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

## Independence of the Digitalization Committee

In fulfilling its function and role as a supporting organ for the Board of Commissioners, the Digitalization Committee acts independently of the Board of Directors and periodically provides 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 budgeting, and evaluation of committee performance are regulated in the committee charter determined by the Board of Commissioners based on the recommendations of the relevant committees.

All members of the Digitalization Committee have no affiliation, either familial or business, with members of the Board of Commissioners and members of the Board of Directors.

## Rapat Komite Digitalisasi

## Digitalization Committee Meeting

| No | Hari/Tanggal<br>Day/Date | Tempat<br>Venue | Agenda |
|---|---|---|---|
| 1 | **3 Agustus 2023**<br>August 3, 2023 | ***Online*** | ***Update progress* program IT**<br>Update progress of IT program |
| 2 | **9 Agustus 2023**<br>August 9, 2023 | ***Online*** | • **Presentasi teknis penyedia jasa pengadaan**<br>• **Implementasi *system enterprise Resource planning***<br>• **SAP di Pertamedika IHC**<br>• Technical presentation of procurement service providers<br>• Implementation of an enterprise resource planning system<br>• SAP at Pertamedika IHC |
| 3 | **Selasa, 10 Oktober 2023**<br>Tuesday, October 10, 2023 | **Jakarta** | **Pembahasan *digital marketing***<br>Discussion of digital marketing |
| 4 | **Rabu, 11 Oktober 2023**<br>Wednesday, October 11, 2023 | **Jakarta** | **Pembahasan ICT Development Pertamedika IHC**<br>Discussion of ICT Development Pertamedika IHC |
| 5 | **Jumat, 13 Oktober 2023**<br>Friday, October 13, 2023 | ***Online*** | **Pemenuhan *talent internal digital marketing* Pertamedika IHC**<br>Fulfillment of Pertamedika IHC's internal digital marketing talent |
| 6 | **Senin, 16 Oktober 2023**<br>Monday, October 16, 2023 | ***Online*** | **Pembahasan revisi RKAP ABI 2023**<br>Discussion of the 2023 ABI RKAP revision |
| 7 | **Jumat, 3 November 2023**<br>Friday, November 3, 2023 | ***Online*** | **Pembahasan strategi *digital marketing***<br>Discussion of digital marketing strategies |

| Nama<br>Name | Jabatan<br>Position | Jumlah Rapat<br>Number of Meetings | Jumlah Kehadiran<br>Total Attendance | Persentase<br>Percentage |
|---|---|---|---|---|
| **Henry Hendrawan** | **Ketua**<br>Chairman | **7** | **7** | **100%** |
| **Christian Suwarna** | **Anggota**<br>Member | **7** | **7** | **100%** |
| **Samsu Sempena** | **Anggota**<br>Member | **7** | **7** | **100%** |

# Remunerasi Anggota Komite Digitalisasi

## Kebijakan

Honorarium anggota Komite Investasi Pertamedika IHC diberikan sesuai dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tahun 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, bahwa:

1. Penghasilan Anggota Komite ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan.
2. Penghasilan Anggota Komite terdiri dari:
   a. Honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan;
   b. Fasilitas kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
   c. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.
3. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.
4. Pajak atas penghasilan Komite Dewan Komisaris/Dewan Pengawas ditanggung Perusahaan.
5. Komite Dewan Komisaris dilarang menerima penghasilan lain selain penghasilan sebagaimana dimaksud pada poin 2 di atas.

# Remuneration of Digitalization Committee Members

## Policy

The honorarium for members of the Pertamedika IHC Investment Committee is given in accordance with the Minister of State for State-Owned Enterprises Regulation No. PER-06/MBU/04/2021 of 2021 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, that:

1. The income of Committee Members is determined by the Board of Commissioners taking into account the Company's capabilities.
2. Committee Members' Income consists of:
   a. The maximum honorarium is 20% (twenty percent) of the salary of the President Director of the Company;
   b. Health facilities in the form of inpatient care, outpatient care and medicines for the person concerned, excluding family; And
   c. The holiday allowance which is paid once in 1 (one) year is 1 (one) times the honorarium.
3. Members of the Board of Commissioners who become Chairmen/Members of Committees are not given additional income from that position other than income as Members of the Board of Commissioners.
4. Taxes on the income of the Board of Commissioners/Supervisory Board Committees are borne by the Company.
5. The Board of Commissioners Committee is prohibited from receiving income other than the income referred to in point 2 above.

# 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.

### Penilaian Komite Audit dan Manajemen Risiko

Hingga akhir tahun 2023, Komite Audit dan Manajemen Risiko telah menyelesaikan tugas dan tanggung jawabnya dengan baik sebagai organ pendukung Dewan Komisaris.

### Penilaian Komite Investasi

Hingga akhir tahun 2023, Komite Investasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

### Penilaian Komite Nominasi dan Remunerasi

Hingga akhir tahun 2023, Komite Nominasi dan Remunerasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

### Penilaian Komite Human Capital

Hingga akhir tahun 2023, Komite Human Capital telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

### Penilaian Komite Digitalisasi

Hingga akhir tahun 2022, Komite Digitalisasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

Regarding evaluation of committee performance, this has been regulated in the committee charter established by the Board of Commissioners based on the recommendations of the relevant committee.

### Audit and Risk Management Committee Assessment

Until the end of 2023, the Audit and Risk Management Committee has completed its duties and responsibilities well as a supporting organ for the Board of Commissioners.

### Investment Committee Assessment

Until the end of 2023, the Investment Committee has completed its duties and responsibilities well in carrying out committee functions in the Company.

### Nomination and Remuneration Committee Assessment

Until the end of 2023, the Nomination and Remuneration Committee has completed its duties and responsibilities well in carrying out committee functions in the Company.

### Human Capital Committee Assessment

Until the end of 2023, the Human Capital Committee has completed its duties and responsibilities well in carrying out committee functions in the Company.

### Digitalization Committee Assessment

Until the end of 2022, the Digitalization Committee has completed its duties and responsibilities well in carrying out committee functions 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 Director | | Pemegang Saham Pengendali Controlling shareholders | | Dewan Komisaris Board of Commissioners | | Direksi Board of Director | | Pemegang Saham Pengendali Controlling shareholders | |
| | 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 Director | | Pemegang Saham Pengendali Controlling shareholders | | Dewan Komisaris Board of Commissioners | | Direksi Board of Director | | Pemegang Saham Pengendali Controlling shareholders | |
| | 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. | | √ | | √ | | √ | | √ | | √ | | √ |

# ORGAN PENDUKUNG DIREKSI
## SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

## SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan merupakan salah satu Orang Pendukung Direksi yang memiliki tugas pokok, di antaranya, memastikan bahwa perusahaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance* dengan cara memastikan bahwa perusahaan mematuhi peraturan tentang persyaratan prinsip keterbukaan, memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala atau sewaktu-waktu diminta, sebagai penghubung (*liaison officer*), dan menata usahakan serta menyimpan dokumen perusahaan.

### Pihak yang Mengangkat dan Memberhentikan Corporate Secretary dan Hubungan Eksternal

Sekretaris Perusahaan diangkat oleh Direktur Utama dengan didahului persetujuan dari Dewan Komisaris. Sekretaris Perusahaan bertanggung jawab langsung kepada Direktur Utama.

Berdasarkan Surat Keputusan No No.Kpts-1113/A00000/2023-S8 tanggal 29 September 2023, Direksi Perusahaan mengangkat Sari Nurulita sebagai Sekretaris Perusahaan.

## CORPORATE SECRETARY

The Corporate Secretary is one of the Board of Directors' Supporting Persons who has the main duties, including, ensuring that the company is in line with the implementation of the principles of Good Corporate Governance by ensuring that the company complies with regulations regarding the requirements for the principle of openness, providing information required by the Board of Directors and Board of Commissioners in a comprehensive manner. periodically or at any time requested, as a liaison officer, and managing and storing company documents.

### Party Who Appoints and Dismisses the Corporate Secretary and External Relations

The Corporate Secretary is appointed by the President Director with prior approval from the Board of Commissioners. The Corporate Secretary reports directly to the President Director.

Based on Decree No. Kpts-1113/A00000/2023-S8 dated September 29, 2023, the Company's Board of Directors appointed Sari Nurulita as Corporate Secretary.

| | |
|---|---|
| **Sari Narulita**<br>**Sekretaris Perusahaan**<br>**Mulai Menjabat : 29 September 2023**<br>Corporate Secretary<br>Served since September 29, 2023 | |
| **Kewarganegaraan**<br>Nationality | **Indonesia** |
| **Domisili**<br>Domicile | **Bekasi, Jawa Barat**<br>Bekasi, West Java |
| **Usia**<br>Age | **39 Tahun Per 31 Desember 2023**<br>39 Years old as of December 31, 2023 |
| **Riwayat Pendidikan**<br>Educational Background | **Sarjana Administrasi Negara, FISIP Administrasi Negara, Universitas Indonesia, 2007**<br>**Magister Manajemen Strategi, PPM School of Management, 2021**<br>Bachelor of State Administration, FISIP State Administration, Universitas Indonesia, 2007<br>Master of Strategic Management, PPM School of Management, 2021 |
| **Pengalaman Kerja**<br>Career History | • **Pjs. Corporate Secretary PT Pertamina Bina Medika IHC, Mei- 2023 – Sekarang**<br>• **Manager Board Support PT Pertamina Bina Medika IHC, 2021-Sekarang**<br>• **Asman BOD-BOC Support PT Pertamina Bina Medika IHC, 2017-2020**<br>• **Sekretaris Direktur Utama PT Pertamina Bina Medika IHC, 2015-2017**<br>• **Staf Humas PT Pertamina Bina Medika IHC, 2012-2015**<br>• **Sekretaris Dewan Komisaris PT Pertamina Bina Medika IHC, 2009-1012**<br>• Acting Corporate Secretary at PT Pertamina Bina Medika IHC, May- 2023 – Present<br>• Manager Board Support at PT Pertamina Bina Medika IHC, 2021-Present<br>• Asman BOD-BOC Support at PT Pertamina Bina Medika IHC, 2017-2020<br>• Secretary to the President Director at PT Pertamina Bina Medika IHC, 2015-2017<br>• Public Relations Staff at PT Pertamina Bina Medika IHC, 2012-2015<br>• Secretary to the Board of Commissioners at PT Pertamina Bina Medika IHC, 2009-1012 |

## Struktur Organisasi Sekretaris Perusahaan

Kedudukan Sekretaris Perusahaan dalam struktur organisasi, dapat dijelaskan melalui bagan berikut:

## Corporate Secretary Organizational Structure

The position of the Corporate Secretary in the organizational structure can be explained through the following chart:

**Struktur Organisasi Sekretaris Perusahaan Per 31 Desember 2023**
Corporate Secretary Organizational Structure As of December 31, 2023

## 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 pihak-pihak 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.

## Duties and Responsibilities of the Corporate Secretary

1. As a liaison officer between the Company and interested parties, both external and internal.
2. Provide consideration to the Board of Directors and Board of Commissioners 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 of their responsibility to implement GCG.
3. Attend meetings of the Board of Directors and Board of Commissioners.
4. Act as manager of company documents, including but not limited to shareholder lists, special lists, minutes of Board of Directors meetings, minutes of Board of Commissioners meetings, minutes of GMS.
5. Ensure that the Company complies with regulations regarding information disclosure requirements required by applicable laws and regulations that have legal force.
6. Provide relevant, accurate and timely information to stakeholders, including shareholders.
7. Manage information that will be provided to parties outside the Company based on the provisions set by the Board of Directors.
8. Provide 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. Represent the Company inside and outside the court based on special powers from the Board of Directors.
10. Organize an integrated administration system for all levels of the Company.
11. Arrange meeting mechanisms, especially joint meetings of the Board of Commissioners and Directors, Board of Directors meetings and GMS.
12. Controlling the management of communication strategies to build the company's image.

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.

## Pelatihan Sekretaris Perusahaan

Sepanjang tahun 2023, Sekretaris Perusahaan mengikuti program pelatihan sebagai berikut:

1. Pelatihan ESG & Pelaporan Keberlanjutan, 30 Januari 2023
2. Konsinyering proses bisnis Pertamedika IHC, 27-28 Februari 2023
3. Rakernas *Legal Advocacy*, 10 -11 Agustus 2023
4. *Kick Off* SUPREME, 9 Agustus 2023
5. Workshop Standar Profesi Sekertaris Perusahaan, Pendidikan Dasar Batch 2, 19-26 Agustus 2023
6. Pendidikan Dasar Sekretaris Perusahaan 2, September 2023
7. GRC *Masterclass* ESG, 29 September 2023
8. Pemeringkatan Perusahaan oleh Pefindo, 29 September 2023
9. Rakernas Legal, Surabaya, 19 Oktober 2023
10. *Workshop International Partnership* Pertamina, 31 Oktober 2023
11. ICSA *Trainning workshop Standard* Profesi Sekertaris Perusahaan, Pendidikan Dasar 2, Batch 2, 4, 11, 25, 28 November 2023
12. ICSA ESG Talks, 9 Desember 2023
13. *Enviro* Talk ESG *Sharing*, 29 Desember 2023

## Pelaksanaan Tugas 2023

Sepanjang tahun 2023, Sekretaris Perusahaan telah melaksanakan beberapa tugas dan kegiatan sebagai berikut:

1. Pelaksanaan Rapat Direksi
2. Pelaksanaan Rapat Direksi dan BOC
3. Pelaksanaan RUPS
4. Pelaksanaan Rapat Komite Komisaris
5. Pelaksanaan Rapat *Performance* Dialog dengan Pertamina (Persero)
6. *Corporate Action*
7. Supporting Penyelesaian Penandatanganan Keputusan Pemegang Saham Secara Sirkuler Pertamedika IHC

## AUDIT INTERNAL

Internal Audit (IA) merupakan organ *Good Corporate Governance* (GCG) yang dirancang untuk melakukan aktivitas pengawasan atas pengendalian secara independen dan objektif dalam memberikan nilai tambah bagi perseroan

13. Organize and supervise the implementation of legalization activities including legal assistance, legal advice and resolution of legal problems so that company activities run in accordance with applicable regulations.
14. Control the delivery of company performance information and corporate actions to shareholders.
15. Submit the Company's Annual Report and periodic Financial Reports & Management Reports as well as the Company's Work Plan and Budget (RKAP) and Company Long Term Plan (RJPP) to shareholders.

## Corporate Secretary Training

Throughout 2022, the Corporate Secretary had participated in the following training program:

1. ESG & Sustainability Reporting Training, January 30, 2023
2. Pertamedika IHC business process consignment, February 27-28, 2023
3. National Legal Advocacy Working Meeting, August 10 -11, 2023
4. SUPREME Kick Off, August 9, 2023
5. Corporate Secretary Professional Standards Workshop, Basic Education Batch 2, August 19-26, 2023
6. Basic Education for Company Secretaries 2, September 2023
7. GRC ESG Masterclass, September 29, 2023
8. Company Rating by Pefindo, September 29, 2023
9. National Legal Working Meeting, Surabaya, October 19, 2023
10. Pertamina International Partnership Workshop, October 31, 2023
11. ICSA Training workshop Professional Standards for Company Secretaries, Basic Education 2, Batch 2, 4, 11, 25, 28 November 2023
12. ICSA ESG Talks, December 9, 2023
13. Enviro Talk ESG Sharing, December 29, 2023

## Implementation of Tasks in 2023

Throughout 2023, the Corporate Secretary has carried out several duties and activities as follows:

1. Implementation of Board of Directors Meetings
2. Implementation of Board of Directors and BOC meetings
3. Implementation of the GMS
4. Implementation of Commissioners Committee Meetings
5. Implementation of Performance Dialoq Meetings with Pertamina (Persero)
6. Corporate Action
7. Supporting the Completion of Circular Signing of Shareholder Decisions at Pertamedika IHC

## INTERNAL AUDIT

Internal Audit (IA) is a Good Corporate Governance (GCG) organ designed to carry out supervisory activities over control independently and objectively in providing added value to the company through managing the company's

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 profesional 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.
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.

operations efficiently and effectively.

Apart from that, IA is also tasked with ensuring the company's compliance with government regulations in the form of regulations in the fields of health, labor, taxation and investment as well as the provisions of professional associations such as Internal Audit Professional Standards (SPAI), International Professional Practice Framework (IPPF). ) of Internal Auditing published by The Institute of Internal Auditors (IIA).

In fulfilling its professional responsibilities to the Audit Committee, the Internal Audit Function carries out supervisory duties (Assurance) and the function of providing advice (Consulting) to believe/ensure the effectiveness of the internal control system and the effectiveness of the implementation of the external auditor's duties. Apart from that, it also helps the Audit Committee carry out its duties in accordance with the Board Manual of PT Pertamina Bina Medika (PBM) IHC Section H. Supporting Organs for Commissioners Sub section 1.a. Audit and Investment Committee with the following details:

1. Assist the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the external auditor's duties.
2. Assess the implementation of activities and audit results carried out by internal auditors and external auditors.
3. Provide recommendations regarding improvements to the management control system and its implementation.
4. Ensure that there are satisfactory evaluation procedures for all information that has been released by the company.
5. Identify matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.

## Profil Chief Audit Executive

## Chief Audit Executive Profile

| | |
|---|---|
| **Nama**<br>Name | **Nanang Taufik Syarifudin** |
| **Jabatan**<br>Position | **Chief Audit Executive** |
| **Tanggal Pengangkatan**<br>Appointment Date | **29 Juni 2020**<br>June 29, 2020 |
| **Dasar Hukum Pengangkatan**<br>Legal Basis for Appointment | **Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8**<br>Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8 |
| **Kewarganegaraan**<br>Citizenship | **Indonesia** |
| **Domisili**<br>Domicile | **Jakarta** |
| **Tempat, Tanggal Lahir**<br>Place and date of birth | **Surakarta, 1 Agustus 1968**<br>Surakarta, August 1, 1968 |
| **Usia**<br>Age | **56 Tahun**<br>56 Years old |

| | |
|---|---|
| **Gelar**<br>Title | • **Akademik**<br>**D3 STAN (1990), S1 Akuntansi Universitas Indonesia (2000) dan S2 Magister Akuntansi - MAKSI Universitas Indonesia (2004)**<br>• **Profesi**<br>**Akuntan - Ak (2000), Chartered Accountant - CA (2014), Certified Public Accountant – CPA (2016), Certified Risk Professional - CRP (2016), dan Qualified Internal Auditor – QIA (2022), Qualified Healtcare Internal Auditor QHIA (2023)**<br>• Academic<br>D3 STAN (1990), Bachelor of Accounting from Universitas Indonesia (2000) and Master of Accounting - MAKSI Universitas Indonesia (2004)<br>• Profession<br>Accountant - Ak (2000), Chartered Accountant - CA (2014), Certified Public Accountant – CPA (2016), Certified Risk Professional - CRP (2016), and Qualified Internal Auditor – QIA (2022), Qualified Healtcare Internal Auditor QHIA (2023) |
| **Riwayat Kerja**<br>Career History | **1990-2008:**<br>**Auditor di Badan Pengawasan Keuangan dan Pembangunan (BPKP), selama 18 tahun**<br><br>**2008 – sekarang**<br>• **Manager Kontroler (2008-2010)**<br>• **Wakil Direktur Keuangan RSPJ (2010-2011)**<br>• **Wakil Direktur Keuangan RSPB (2011-2012)**<br>• **Manager Treasury, Investasi dan Pajak (2012-2015)**<br>• **Manager Portofolio Bisnis dan Manajemen Risiko (2015-2017)**<br>• **Manager Manajemen Risiko (2017-2020)**<br>• **Head of internal Audit (2020-2022)**<br>• **Chief Audit Executive (2022-sekarang)**<br><br>1990-2008:<br>Auditor at the Financial and Development Supervisory Agency (BPKP), for 18 years<br><br>2008 – present<br>• Controller Manager (2008-2010)<br>• Vice Director of Finance RSPJ (2010-2011)<br>• Vice Director of Finance RSPB (2011-2012)<br>• Treasury, Investment and Tax Manager (2012-2015)<br>• Business Portfolio and Risk Management Manager (2015-2017)<br>• Risk Management Manager (2017-2020)<br>• Head of Internal Audit (2020-2022)<br>• 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 the 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).

## Internal Audit Structure

Structurally, the Internal Audit Function conveys 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).

Adapun struktur organisasi Fungsi Audit Internal Tahun 2023 beserta formasi jabatan dan pemangku jabatan yang ada adalah sebagai berikut.

The organizational structure of the Internal Audit Function in 2023 along with the formation of positions and existing position holders is as follows.

**Struktur Organisasi Audit Internal Per 31 Desember 2023**
Internal Audit Organizational Structure As of December 31, 2023

Formasi Internal Audit per 31 Desember 2023 berjumlah 5 (lima) orang dari 30 (tiga puluh) jabatan di seluruh PBM IHC, sesuai SK Direktur Utama PBM IHC No.Kpts-1680/A00000/2023-S8 tanggal 19 September 2023 tentang Struktur Organisasi, Pertamina Reference Level (PRL) dan Formasi Jabatan Korporat PT Pertamina Bina Medika IHC, dengan susunan sebagai berikut:

The Internal Audit formation as of December 31, 2023 numbered 5 (five) people from 30 (thirty) positions in all PBM IHC, in accordance with the Decree of President Director of PBM IHC No.Kpts-1680/A00000/2023-S8 dated September 19, 2023 concerning Organizational Structure, Pertamina Reference Level (PRL) and PT Pertamina Bina Medika IHC Corporate Position Formation, with the following structure:

| No | Jabatan<br>Position | Jumlah Personil<br>Position |
|---|---|---|
| 1 | **Chief Audit Executive** | **1 orang**<br>1 people |
| 2 | **Manager Audit**<br>Audit Manager | **2 orang dari 3 formasi tersedia**<br>2 people from 3 available formations |
| 3 | **Assistant Manager Audit**<br>Assistant Audit Manager | **2 orang dari 9 formasi tersedia**<br>2 people from 9 available formations |
| 4 | **Internal Audit Rumah Sakit/Klinik**<br>Assistant Audit Manager | **0 orang dari 17 formasi tersedia**<br>2 people from 9 available formations |

## Visi dan Misi Audit Internal

Sesuai yang tercantum dalam Piagam Audit Internal Yang ditandatangani oleh Komisaris Utama, Direktur Utama dan Chief Audit Executive 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*.

## Internal Audit Vision and Mission

As stated in the Internal Audit Charter signed by the President Commissioner, President Director and Chief Audit Executive of PT Pertamina Bina Medika IHC on January 4, 2021, the Vision and Mission of the Internal Audit Function of Pertamedika IHC is as follows:

### Vision

Become a professional and trusted enabler function by implementing the best audit practices of world-class healthcare companies.

### Mission

Providing added value to the company through the roles of assurance provider, problem solver, insight generator and trusted advisor.

## Tugas dan Tanggung Jawab Internal Audit

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 reviu 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.
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.

## Kode Etika Audit Internal

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.

## Internal Audit Duties and Responsibilities

Within the Company, Internal Audit carries out an important task, namely ensuring that the Company's internal controls are running and improving from year to year. According to the Audit Charter in detail, the duties of Internal Audit are:

1. Prepare and propose an Annual Audit Plan and budget plan to obtain approval from the President Director.
2. Carry out monitoring activities through assurance/consulting activities in all work units in the company.
3. Carry out supervisory coordination with the Internal Audit of Business Units and Company affiliates.
4. Carry out risk assessments and controls continuously.
5. Carry out periodic reviews of financial reports.
6. Carry out compliance checks with relevant regulations.
7. Identify alternatives for improving and increasing the company's business performance and mitigating the occurrence of recurring problems (repeatable and replicable).
8. Coordinate with the Audit Committee.
9. Report the results of supervision to the President Director and other relevant Directors.
10. Monitoring the implementation of follow-up results from internal, external audits and other supervisory institutions.
11. Coordinate supervisory activities with external audit.
12. Carry out coordination with the Compliance function and other related parties in carrying out follow-up actions on complaints/disclosures through the Whistleblowing System (WBS) regarding complaints from the public or other parties in accordance with applicable regulations.
13. Carry out investigative audits of problems that could cause losses to the company.
14. Carry out Quality Assurance and Improvement Program activities.
15. Report the results of supervisory activities to the Board of Commissioners and Audit Committee.
16. Carry out other assignments mandated by the Board of Directors and/or Board of Commissioners.

## Internal Audit Code of Ethics

In carrying out its duties, Internal Audit has a Code of Ethics that must be adhered to, namely:

1. Integrity
   a. Carry out each assignment bravely and seriously and uphold the values of honesty and truth.
   b. Comply with statutory regulations in carrying out assignment activities, including in disclosing audit information.
   c. Distance yourself from all forms of activities that could harm the reputation of your profession and company.
   d. Interrupting events that have the potential for fraud in every line of company 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 manapun 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.

## Kualifikasi dan Kualitas Audit Internal

Fungsi Audit Internal dipimpin oleh seorang Chief Audit Executive. Dalam melaksanakan kegiatan audit, auditor internal didukung tenaga auditor profesional yang sebagian besar telah memiliki sertifikasi profesi, antara lain:

1. 1 (satu) orang auditor bersertifikat CA, CPA, CRP
2. 3 (tiga) orang auditor bersertifikat QIA, QHIA
3. 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 dan QHIA 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), *Qualified Healtcare Internal Auditor* (QIAH), *Certified Fraud Examiner* (CFE), *Certified Information System Auditor* (CISA), *Certified Risk Management Professional* (CRMP).

Selain memiliki sertifikasi profesi auditor, seluruh auditor Pertamedika IHC mengikuti *upskilling* sebagai implementasi continuous learning dengan mengikuti kursus, menghadiri seminar/*workshop* terkait dengan profesinya antara lain: *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), *International Professional Practices*

e. Comply with the company code of ethics and contribute to achieving company goals.
2. Objectivity
   a. Avoid all forms of attempts to take personal advantage, conflicts of interest, and subjective bias in carrying out assignment activities.
   b. Refuse any form of gift from any party that could give rise to and/or influence professional judgment.
   c. Disclose all known important facts in the report on the results of carrying out assignment activities.
3. Confidentiality
   a. Manage information obtained during the performance of duties carefully and maintain confidentiality.
   b. Use information obtained in carrying out duties only for the interests of the Company.
4. Competence
   a. Have adequate knowledge, skills and competencies in carrying out each assignment activity.
   b. Ensure that every assignment activity is carried out in accordance with International Standards for the Professional Practice of Internal Auditing (Standards).
   c. Improve skills, effectiveness, quality of assignments and competence through continuous professional education.

## Internal Audit Qualifications and Quality

The Internal Audit function is led by a Chief Audit Executive. In carrying out audit activities, internal auditors are supported by professional auditors, most of whom have professional certification, including:

1. 1 (one) CA, CPA, CRP certified auditor
2. 3 (three) QIA, QHIA certified auditors
3. 2 (two) other auditors have adequate operational experience in accordance with the Company's operational needs and developments and have undergone training and Pass basic level of QIA and QHIA.

The internal auditor development program and professional auditor certification are carried out continuously and adapted to the Company's needs. Human resource development in the IA function is carried out by ensuring that each auditor has national level professional auditor certification such as Qualified Internal Auditor (QIA) or international such as Certified Internal Auditor (CIA), Certified Fraud Examiner (CFE), Certified Information System Auditor (CISA), Certified Risk Management Professional (CRMP).

Apart from having auditor professional certification, all Pertamedika IHC auditors participate in upskilling as an implementation of continuous learning by taking courses, attending seminars/workshops related to their profession, including: Committee of Sponsoring Organizations of the Treadway Commission (COSO), International Professional Practices Framework (IPPF), Internal Supervisory Unit

*Framework* (IPPF), Seminar Forum Komunikasi Satuan Pengawas Internal (FKSPI), *seminar Association of Certified Fraud Examiners* (ACFE), dan *Health, Safety & Environment* (HSE) *Mandatory Training*.

## Realisasi Kegiatan Audit, Konsultasi, dan Pendampingan

### Audit, Konsultasi, dan Pendampingan

Di sepanjang tahun 2023, Audit Internal telah melaksanakan audit atas Kerja Sama Operasi (KSO) Alat Kesehatan di Rumah Sakit Pusat Pertamina (RSPP), audit atas Kasus dokter palsu di PT Pelindo Husada Citra (PHC), penelaahan dugaan gratifikasi, *review* pengadaan konsultan *Masterplan* dan *Detail Engineering Design* (DED) Rumah Sakit Kanker Pertamina Universitas Padjadjaran, melaksanakan konsultasi/*review* atas pembayaran PT Manunggal Daya Utama (MDU), *review* Struktur Organisasi *Home Healthcare* (HHC) di PBM IHC, percepatan tindak lanjut audit Badan Pemeriksa Keuangan (BPK) RI, *monitoring* Aksi Korporasi Proyek Strategis, dan melaksanakan Pendampingan Audit Eksternal (BPK dan KAP) serta Koordinasi Pencegahan *Fraud* dengan PT Pertamina (Persero).

Atas pelaksanaan audit, sampai Desember 2023 tercatat 34 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 2023 sebagai berikut :

| | |
|---|---|
| Jumlah rekomendasi | : 34 item |
| Jumlah rekomendasi belum jatuh tempo | : 8 item |
| Jumlah rekomendasi jatuh tempo | : 26 item |
| Jumlah rekomendasi selesai | : 26 item |
| Jumlah rekomendasi belum selesai | : 0 item |

Berdasarkan data tersebut maka jumlah rekomendasi yang berstatus "Selesai" berjumlah 26 dari 26 rekomendasi jatuh tempo (100%)

### Rapat Divisi Audit Internal dengan Dewan Komisaris, Direksi, dan Komite Audit

**Kebijakan**

Berdasarkan *International Professional Practice Framework* (IPPF) 2017 The Institute of Internal Auditor (IIA), Chief Audit Executive harus berkomunikasi dan berinteraksi langsung dengan Dewan.

Sepanjang tahun 2023, Fungsi Internal Audit menyelenggarakan/menghadiri 26 rapat dengan Dewan Komisaris, Direksi, dam Komite Audit dengan agenda dan tingkat kehadiran masing-masing anggota Internal Audit sebagai berikut:

Communication Forum (FKSPI) seminar, Association of Certified Fraud Examiners (ACFE) seminar, and Health, Safety & Environment (HSE) Mandatory Training.

## Realization of Audit, Consultation and Assistance Activities

### Audit, Consultation and Assistance

Throughout 2023, Internal Audit has carried out audits of Joint Operations (KSO) for Medical Devices at Pertamina Central Hospital (RSPP), audits of cases of fake doctors at PT Pelindo Husada Citra (PHC), reviews of allegations of gratification, reviews of the procurement of Masterplan consultants and Detailed Engineering Design (DED) of the Pertamina Cancer Hospital, Universitas Padjadjaran, carrying out consultations/reviews on PT Manunggal Daya Utama (MDU) payments, reviewing the Home Healthcare Organizational Structure (HHC) at PBM IHC, accelerating follow-up audits from the Supreme Audit Agency (BPK) RI, monitoring Strategic Project Corporate Actions, and carrying out External Audit Assistance (BPK and KAP) as well as Fraud Prevention Coordination with PT Pertamina (Persero).

Due to the implementation of the audit, until December 2023, there were 34 audit recommendation items that must be implemented by the relevant functions to improve internal control in business processes.

Recapitulation and follow-up to Internal Audit recommendations as of 31 December 2023 are as follows:

| | |
|---|---|
| Total recommendations | : 34 items |
| Total recommendations not yet due | : 8 items |
| Total recommendations due | : 26 items |
| Total recommendations completed | : 26 items |
| Total incomplete recommendations | : 0 items |

Based on this data, the number of recommendations with "Completed" status is 26 out of 26 recommendations due (100%)

### Internal Audit Division meeting with the Board of Commissioners, Board of Directors and Audit Committee

**Policy**

Based on the 2017 International Professional Practice Framework (IPPF) of The Institute of Internal Auditors (IIA), the Chief Audit Executive must communicate and interact directly with the Board.

Throughout 2023, the Internal Audit Function held/attended 26 meetings with the Board of Commissioners, Directors and Audit Committee with the agenda and level of attendance for each Internal Audit member as follows:

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants |
|---|---|---|---|
| 1 | **10 Januari 2023**<br>January 10, 2023 | **Rapat dengan *Board of Director* – Paparan Program Kerja Tahun 2023**<br>Meeting with the Board of Directors – Presentation of the 2023 Work Program | **Chief Audit Executive (CAE)** |
| 2 | **17 Januari 2023**<br>January 17, 2023 | **Rapat dengan *Board of Director* – Paparan Program Kerja Tahun 2023 – Tindak Lanjut (TL) *Weekly Meeting***<br>Meeting with the Board of Directors - Presentation of the 2023 Work Program - Follow-up (FU) on Weekly Meeting | **Manager Audit Operation & Legal (MAOL)** |
| 3 | **26 Januari 2023**<br>January 26, 2023 | **Rapat dengan Ketua Komite Audit - Update Progress Audit Laporan Keuangan Tahun Buku (TB) 2022**<br>Meeting with the Chairman of the Audit Committee – Update on Audit Progress of Financial Statements for Financial Year 2022 | **CAE** |
| 4 | **31 Januari 2023**<br>January 31, 2023 | **Rapat dengan Board of Director – TL Weekly Meeting & Laporan Realisasi Biaya Layanan Kesehatan Pensiunan Pertamina**<br>Meeting with the Board of Directors – FU on weekly meeting & Report on the Realization of Pertamina Pensioner Health Service Costs | **Manager Audit Finance & Development (MAFD)** |
| 5 | **7 Januari 2023**<br>January 7, 2023 | **Rapat dengan *Board of Director* – Pemaparan Program Kerja IA**<br>Meeting with the Board of Directors – Presentation of the IA Work Program | **CAE & MAFD** |
| 6 | **14 Februari 2023**<br>February 14, 2023 | **Rapat dengan *Board of Director – TL* Pemaparan Program Kerja IA**<br>Meeting with Board of Directors – FU on Presentation of IA Work Program | **CAE & MAFD** |
| 7 | **21 Februari 2023**<br>February 21, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **Manager Audit Operation & Legal (MAOL)** |
| 8 | **28 Maret 2023**<br>March 28, 2023 | **Rapat dengan *Board of Director* - TL Arahan Direktur Utama**<br>Meeting with the Board of Directors – FU on Direction of the President Director | **MAOL** |
| 9 | **4 April 2023**<br>April 4, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE & MAOL** |
| 10 | **10 April 2023**<br>April 10, 2023 | **Rapat dengan *Board of Director* - Laporan Bulanan IA Periode Januari s.d. Maret 2023**<br>Meeting with the Board of Directors – IA Monthly Report for the period January to March 2023 | **CAE, MAFD & MAOL** |
| 11 | **14 April 2023**<br>April 14, 2023 | **Rapat dengan Ketua Komite Audit - Persiapan *Closing Audit Report* 2022**<br>Meeting with the Chair of the Audit Committee – Preparation of the 2022 closing audit report | **CAE, MAFD & MAOL** |
| 12 | **9, 17,23,30 -Mei 2023**<br>9,17,23,30-May 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE, MAFD & MAOL** |
| 13 | **6, 13, 20 Juni 2023**<br>6,13,20 June 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE, MAFD & MAOL** |
| 14 | **4, 11, 25 Juli 2023**<br>4,11, 25 July 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE, MAFD & MAOL** |
| 15 | **25 Juli 2023**<br>July 25, 2023 | **Rapat dengan Komite Audit dan Risiko - Update Issue Strategis Pertamedika IHC**<br>Meeting with Chair of the Audit and Risk Committee – Update on Pertamedika IHC strategic issues | **CAE, MAFD & MAOL** |
| 16 | **1, 22, 29 Agustus 2023**<br>1, 22, 29 August 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE & MAFD** |
| 17 | **5 September 2023**<br>September 5, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE, MAFD & MAOL** |
| 18 | **6 September 2023**<br>September 6, 2023 | **Rapat dengan Ketua Komite Audit dan Manajemen Risiko - Diskusi Hasil Telaah Internal Audit Report Juni 2023 dan Q2**<br>Meeting with Chair of the Audit and Risk Management Committee – Discussion of Internal Audit Report Review Results for June 2023 and Q2 | **CAE, MAFD & MAOL** |
| 19 | **26 September 2023**<br>September 26, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU Weekly Meeting | **MAFD** |
| 20 | **10 Oktober 2023**<br>October 10, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **Asman Audit Finance & Development** |
| 21 | **1 November 2023**<br>November 1, 2023 | **Rapat dengan Komite Audit - Pembahasan Scope Pekerjaan Non Audit/ Assurance Services (NAS) dari Tim EY Parthenon**<br>Meeting with the Audit Committee – Discussion of the Scope of Non-Audit/ Assurance Services (NAS) Work from the EY Parthenon Team | **CAE, MAFD & MAOL** |
| 22 | **7 November 2023**<br>November 7, 2023 | **Rapat dengan *Board of Director* – TL Weekly Meeting**<br>Meeting with the Board of Directors – FU on Weekly Meeting | **CAE & MAFD** |
| 23 | **8 November 2023**<br>November 8, 2023 | **Rapat dengan Ketua Komite Audit & Manajemen Risiko - Follow up Isu Audit Terkait Piutang Usaha dan PYMHD**<br>Meeting with the Chairman of the Audit and Risk Management Committee – Follow up on audit issues related to trade receivables and PYMHD | **CAE, MAFD & MAOL** |

| No | Tanggal Date | Agenda | Peserta Rapat Participants |
|---|---|---|---|
| 24 | **17 November 2023** November 17, 2023 | **Undangan dari BOC dengan agenda Update Progress Unlock Value Mitra Strategis (BOD-BOC Meeting)** Invitation from BOC with the agenda of Strategic Partner Value Unlock Progress Update (BOD-BOC meeting) | **CAE & MAFD** |
| 25 | **30 November 2023** November 30, 2023 | **Rapat dengan Direktur Utama – Pembahasan TL Hasil Temuan Internal Audit** Meeting with the President Director – FU Discussion of Internal Audit Findings | **CAE, MAFD & MAOL** |
| 26 | **19 Desember 2023** December 19, 2023 | **Rapat dengan Direktur Utama - Laporan Bulanan IA Okt-Nov-Des 2023** Meeting with President Director – IA Monthly Report Oct-Nov-Dec 2023 | **CAE, MAFD & MAOL** |

## Frekuensi Rapat dan Tingkat Kehadiran Audit Internal

Berdasarkan Frekuensi dan tingkat kehadiran rapat Internal Audit dapat dilihat pada tabel di bawah ini:

## Meeting Frequency and Attendance Rate of Internal Audit Internala

The frequency and attendance of Internal Audit meetings can be seen in the table below:

### Tingkat Kehadiran Rapat Internal Audit
Attendance of Internal Audit Meetings

| No | Nama Name | Jumlah Rapat Number of Meetings | Frekuensi Rapat % Meeting Frequency |
|---|---|---|---|
| 1. | **Chief Audit Executive** | 26 | 74% |
| 2. | **Manager Audit Finance & Development** | 26 | 74% |
| 3. | **Manager Audit Operation & Legal** | 16 | 46% |
| 4. | **Ast. Manager Audit Finance & Development** | 1 | 3% |

## Rapat Koordinasi yang Diikuti Audit Internal dengan Direksi, Komite Audit, dan CAE Pertamina

Pada tahun 2023, 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:

## Coordination Meeting Attended by Internal Audit with Board of Directors, Audit Committee and CAE Pertamina

In 2023, Internal Audit activities which are both structural and functional coordination with the Board of Directors (BOD), Audit Committee and CAE of PT Pertamina (Persero) are as follows:

| No | Tanggal Date | Agenda |
|---|---|---|
| 1 | **10-Jan-2023** January 10, 2023 | **Rapat dengan Board of Director – Paparan Program Kerja Tahun 2023** Meeting with the Board of Directors – Presentation of the 2023 Work Program |
| 2 | **26-Jan-2023** January 26, 2023 | **Rapat dengan Ketua Komite Audit - *Update Progress* Audit Laporan Keuangan Tahun Buku (TB) 2022** Meeting with the Chairman of the Audit Committee - Update on Audit Progress of the Financial Statements for 2022 Fiscal Year |
| 3 | **30-Jan-2023** January 30, 2023 | ***Progress Meeting Year End Audit* IV Laporan Keuangan TB 2022 Pertamina Group** Progress Meeting Year End Audit IV Financial Statements for 2022 Fiscal Year of Pertamina Group |
| 4 | **31-Jan-2023** January 31, 2023 | **Rapat dengan Board of Director – TL *Weekly Meeting* & Laporan Realisasi Biaya Layanan Kesehatan Pensiunan Pertamina** Meeting with the Board of Directors – TL Weekly Meeting & Report on the Realization of Pertamina Pensioner Health Service Costs |
| 5 | **07, 14-Feb-2023** February 07-14, 2023 | **Rapat dengan Board of Director – Pemaparan Program Kerja IA** Meeting with the Board of Directors – Presentation of the IA Work Program |
| 6 | **6,15,17,24 -Feb-2023** February 6, 15, 17, 24, 2023 | **Pembahasan Target Percepatan *Submitted Pending Data* untuk Laporan Keuangan *Audited* Anak Perusahaan PBM IHC Tahun 2022** Discussion of Targets for Accelerating Submitted Pending Data for Audited Financial Reports of PBM IHC Subsidiaries in 2022 |
| 7 | **9-Maret-2023** March 9, 2023 | **Rapat dengan Komite Audit PT Pertamina (Persero) - *Progress Meeting Audit* Laporan Keuangan Pertamina Group TB 2022** Meeting with PT Pertamina (Persero) Audit Committee - Progress Meeting Audit of Pertamina Group Financial Statements for 2022 Fiscal Year |
| 8 | **13-Mar-2023** March 13, 2023 | ***Entry Meeting* Pelaksanaan Audit Internal** Entry Meeting for Internal Audit Implementation |
| 9 | **28-Maret-2023** March 28, 2023 | **Rapat dengan Board of Director - TL Arahan Direktur Utama** Meeting with the Board of Directors - TL Direction of President Director |

| No | Tanggal<br>Date | Agenda |
|---|---|---|
| 10 | **29-Maret-2023**<br>March 29, 2023 | **Rapat dengan Direktur Medis - Evaluasi kerjasama operasional laboratorium & Radiologi**<br>Meeting with Director of Medical Operations - Evaluation of laboratory & Radiology operational collaboration |
| 11 | **30-Mar-2023**<br>March 30, 2023 | **Rapat dengan Direktur Utama - *Kick Off* Pelaksanaan *Due Diligence* Aksi Korporasi Fase V**<br>Meeting with the President Director - Kick Off for the Implementation of Phase V Corporate Action Due Diligence |
| 12 | **31-Maret-2023**<br>March 31, 2023 | **Rapat dengan *Medical Service* - TL KSO laboratorium & Radiologi**<br>Meeting with Medical Service - TL KSO laboratory & Radiology |
| 13 | **3-Apr-2023**<br>April 3, 2023 | **Rapat dengan Manajemen RSPP - Pembahasan TL Rekomendasi Temuan Audit**<br>Meeting with RSPP Management - Discussion of TL Recommendations on Audit Findings |
| 14 | **10-Apr-2023**<br>April 10, 2023 | **Rapat dengan Board of Director - Laporan Bulanan IA Periode Januari s.d. Maret 2023**<br>Meeting with the Board of Directors - IA Monthly Report for the Period January to March 2023 |
| 15 | **13-Apr-2023**<br>April 13, 2023 | **Rapat dengan HCGA - Pembahasan SDM Internal Audit PBM IHC**<br>Meeting with HCGA - Discussion of IHC PBM Internal Audit HR |
| 16 | **14-Apr-2023**<br>April 14, 2023 | **Rapat dengan Ketua Komite Audit - Persiapan *Closing Audit Report* 2022**<br>Meeting with the Chair of the Audit Committee - Preparation for the 2022 Closing Audit Report |
| 17 | **11,14-April-2023**<br>April 11 – 14, 2023 | **Rapat dengan Direktur Utama - *One on One Performance Review* TW I Tahun 2023**<br>Meeting with President Director - One on One Performance Review Q1 2023 |
| 18 | **17-Apr-2023**<br>April 17, 2023 | ***Entry Meeting* Pelaksanaan Audit Internal**<br>Entry Meeting for Internal Audit Implementation |
| 19 | **18-Apr-2023**<br>April 18, 2023 | **Rapat dengan *Medical Service* - Tindak Lanjut (TL) KSO Laboratorium & Radiologi RSPP**<br>Meeting with Medical Service - Follow-up (TL) KSO Laboratory & Radiology RSPP |
| 20 | **2-Mei-2023**<br>May 2, 2023 | ***One on One Performance Review* TW I Tahun 2023 Unit Usaha PBM IHC**<br>One on One Performance Review QW I for 2023 PBM IHC Business Unit |
| 21 | **8-Mei-2023**<br>May 8, 2023 | **Penyusunan Prognosa 2023 dan RKAP 2024**<br>Preparation of 2023 Prognosis and 2024 RKAP |
| 22 | **8, 19, 21 -Juni-2023**<br>June 8, 19, 21, 2023 | **Pembahasan Penyelesaian temuan BPK RI bersama Fungsi terkait di Korporat**<br>Discussion on Completion of BPK RI findings with related Corporate Functions |
| 23 | **9-Jun-2023**<br>June 9, 2023 | ***Forum Group Discussion* (FGD) *Review* BPKP terkait Rencana Pembentukan Anak Perusahaan dan Pembangunan PT Bali International Hospital**<br>Forum Group Discussion (FGD) BPKP Review regarding Plans for Establishing a Subsidiary and Development of PT Bali International Hospital |
| 24 | **14-Jun-2023**<br>June 14, 2023 | **Rapat dengan *Medical Services* – pembahasan TL Temuan Audit**<br>Meeting with Medical Services – TL discussion of Audit Findings |
| 25 | **23-Jun-2023**<br>June 23, 2023 | **FGD dengan BPK RI - Penyelesaian TL Rekomendasi Audit BPK RI**<br>FGD with BPK RI - Completion of BPK RI Audit Recommendation TL |
| 26 | **10-Juli-2023**<br>July 10 , 2023 | ***Entry Meeting Periodically Quality Assurance* (PQA) Fungsi Internal Audit *Group* Pertamina**<br>Entry Meeting Periodically Quality Assurance (PQA) Pertamina Group Internal Audit Function |
| 27 | **17,18-Juli-2023**<br>July 17-18, 2023 | ***Performance Review* TW II Tahun 2023 Unit Usaha dan Anak Perusahaan PBM IHC**<br>Performance Review QW II 2023 PBM IHC Business Units and Subsidiaries |
| 28 | **17-Juli-2023**<br>July 17, 2023 | **Diskusi *Review* BPKP atas Tanggapan PT Bio Farma (Persero) dalam Penggunaan PMN**<br>Discussion of BPKP Review of PT Bio Farma (Persero)'s Response to the Use of PMN |
| 29 | **20, 21-Juli-2023**<br>July 20 -21, 2023 | **Konsolidasi Awal dan FGD Persiapan Audit Terpadu IT Security Pertamina Group**<br>Initial Consolidation and FGD Preparation for Pertamina Group IT Security Integrated Audit |
| 30 | **24,27-Juli-2023**<br>July 24, 27, 2023 | **Pemutakhiran TL Rekomendasi Temuan Hasil Pemeriksaan BPK RI Semester 1 Tahun 2023**<br>Update of TL Recommendations on Findings from BPK RI Audit Results Semester 1 of 2023 |
| 31 | **25-Juli-2023**<br>July 25, 2023 | **Rapat dengan Komite Audit dan Risiko - *Update Issue Strategis* PBM IHC**<br>Meeting with Audit and Risk Committee - PBM IHC Strategic Issue Update |
| 32 | **7-Aug-2023**<br>August 7, 2023 | ***Kick off Meeting* Pendampingan Pelaksanaan proyek pembangunan BIH (Bali International Hospital)**<br>Kick off Meeting Assistance for the Implementation of the BIH (Bali International Hospital) construction project |
| 33 | **24,25-Aug-2023**<br>August 24-25, 2023 | ***Challenge Session* Prognosa 2023 dan RKAP 2024**<br>Challenge Session Prognosis 2023 and RKAP 2024 |
| 34 | **1-Sep-2023**<br>September 1, 2023 | ***Kick Off Meeting* Audit Laporan Keuangan Konsolidasian PT Pertamina Persero dan CSR & SMEPP Tahun Buku 2023**<br>Kick Off Meeting Audit of Consolidated Financial Statements of PT Pertamina Persero and CSR & SMEPP for Fiscal Year 2023 |
| 35 | **6-Sep-2023**<br>Seotember 6, 2023 | **Rapat dengan Ketua Komite Audit dan Manajemen Risiko - Diskusi Hasil Telaah *Internal Audit Report* Juni 2023 dan Q2**<br>Meeting with the Chairman of the Audit and Risk Management Committee - Discussion of Internal Audit Report Review Results for June 2023 and Q2 |
| 36 | **11-Sep-2023**<br>September 11, 2023 | **Rapat Pendampingan terkait Pelaksanaan proyek pembangunan BIH**<br>Mentoring Meeting related to the Implementation of the BIH development project |

| No | Tanggal Date | Agenda |
|---|---|---|
| 37 | **18, 19, 20, 21, 22 -Sep-2023**<br>September 18, 19, 21 21, 22, 2023 | **FGD Pembahasan Draft Dokumen Transaksi Mitra Strategis PBM IHC**<br>FGD Discussion of Draft PBM IHC Strategic Partner Transaction Document |
| 38 | **21-Sep-2023**<br>September 21 2023 | ***Entry Meeting* Pelaksanaan Audit Internal**<br>Entry Meeting for Internal Audit Implementation |
| 39 | **27-Sep-2023**<br>September 27, 2023 | **Pelaksanaan Ekspose BPKP Tentang *Strategic Partner***<br>Implementation of BPKP Exposure on Strategic Partners |
| 40 | **13-Okt-2023**<br>October 13, 2023 | ***Kick Off Meeting* Audit Laporan Keuangan Konsolidasian PBM IHC dan Entitas Anak untuk Periode Tahun Buku 2023**<br>Kick Off Meeting Audit of Consolidated Financial Reports of PBM IHC and Subsidiaries for the 2023 Fiscal Year Period |
| 41 | **16,17-Okt-2023**<br>October 16-17, 2023 | ***Performance Review* TW III Tahun 2023 Anak Perusahaan dan Unit Usaha PBM IHC**<br>Performance Review Q3 2023 Subsidiaries and PBM IHC Business Units |
| 42 | **18-Okt-2023**<br>October 18, 2023 | **Rapat Materi *Challenge Session* RKAP 2024**<br>Meeting Material Challenge Session RKAP 2024 |
| 43 | **19-Okt-2023**<br>October 19, 2023 | ***Kick Off Meeting* Tim Task Force Program Kerja Fungsi IA Pertamina Group Tahun 2024**<br>Kick Off Meeting of the 2024 Pertamina Group IA Function Work Program Task Force Team |
| 44 | **24- Okt -2023**<br>October 24, 2023 | **Rapat Pendampingan terkait Pelaksanaan Strategic Partner**<br>Mentoring Meeting related to Strategic Partner Implementation |
| 45 | **23,30- Okt -2023**<br>October 23, 30, 2023 | **Progress Interim Audit Laporan Keuangan Konsolidasian TB 2023 Pertamina *Group***<br>Progress of Pertamina Group's 2023 TB Consolidated Financial Report Interim Audit |
| 46 | **1-Nov-2023**<br>November 1, 2023 | **Rapat dengan Komite Audit - Pembahasan *Scope* Pekerjaan *Non Audit/Assurance Services* (NAS) dari Tim EY Parthenon**<br>Meeting with the Audit Committee - Discussion of the Scope of Non-Audit/Assurance Services (NAS) Work from the EY Parthenon Team |
| 47 | **8-Nov-2023**<br>November 8, 2023 | **Rapat dengan Ketua Komite Audit & Manajemen Risiko - *Follow up* Isu Audit Terkait Piutang Usaha dan PYMHD**<br>Meeting with the Chair of the Audit & Risk Management Committee - Follow up on Audit Issues Related to Accounts Receivable and PYMHD |
| 48 | **10-Nov-2023**<br>November 10, 2023 | ***Kick Off Meeting* Audit IT sebagai bagian Audit laporan Keuangan Konsolidasian TB 2023**<br>IT Audit Kick Off Meeting as part of the 2023 TB Consolidated Financial Report Audit |
| 49 | **13-Nov-2023**<br>November 13, 2023 | ***Entry Meeting* dengan BPKP terkait Strategic Partner**<br>Entry Meeting with BPKP regarding Strategic Partners |
| 50 | **6,10,20-Nov-2023**<br>November 6, 10, 20, 2023 | ***Progress Interim* Audit Laporan Keuangan Konsolidasian TB 2023 Pertamina Group**<br>Progress of Pertamina Group's 2023 Fiscal Year Consolidated Financial Statements Interim Audit |
| 51 | **30-Nov-2023**<br>November 30, 2023 | **Rapat dengan Direktur Utama – Pembahasan TL Hasil Temuan Internal Audit**<br>Meeting with the President Director – Discussion of TL Internal Audit Findings |
| 52 | **30-Nov-2023**<br>November 30, 2023 | **Pembahasan KPI dan RKAP 2024 PBM IHC**<br>Discussion of KPI and RKAP 2024 PBM IHC |
| 53 | **4- Des -2023**<br>December 4, 2023 | **Rapat dengan Direktur Utama - Pembahasan Transformasi**<br>Meeting with President Director - Discussion of Transformation |
| 54 | **12,13,20 -Des-2023**<br>December 12, 13, 20, 2023 | ***Challenge Session* dan Finalisasi Program Kerja Internal Audit Pertamina *Group* Tahun 2024**<br>Challenge Session and Finalization of the Pertamina Group Internal Audit Work Program for 2024 |
| 55 | **12,14,15- Des -2023**<br>December 12, 14, 15, 2023 | **Rapat Kerja Tahunan PBM IHC *Challenge Session* RKAP 2024**<br>PBM IHC Challenge Session RKAP 2024 Annual Working Meeting |
| 56 | **19- Des -2023**<br>December 19, 2023 | **Rapat dengan Direktur Utama - Laporan Bulanan IA Okt-Nov-Des 2023**<br>Meeting with President Director - IA Monthly Report Oct-Nov-Dec 2023 |
| 57 | **22- Des -2023**<br>December 22, 2023 | **Diskusi Pengelolaan Proyek Bali International Hospital dengan IA PT Pertamina (Persero)**<br>Discussion on Bali International Hospital Project Management with IA PT Pertamina (Persero) |
| 58 | **29- Des -2023**<br>December 29, 2023 | ***Exit Meeting* Pelaksanaan Audit Internal**<br>Exit Meeting for Internal Audit Implementation |

# AUDITOR EKSTERNAL
## EXTERNAL AUDITOR

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.

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:

1. 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;

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) untuk periode Tahun Buku 2023;

3. Proses Pengadaan serta Penunjukkan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2022, 2023, dan 2024 agar dikonsultasikan/dikoordinasikan dengan PT Pertamina (Persero).

Pekerjaan Audit untuk periode tahun 2023 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%).

Berikut Kantor Akuntan Publik (KAP) yang melakukan jasa audit di PBM IHC selama periode tahun buku 2019-2023:

Corporate Governance (Good Corporate Governance) regarding the implementation of external audits, the Company appoints a Public Accounting Firm (KAP) to carry out audit activities and provide opinions on financial reports that have been prepared by the Board of Directors.

Appointment of KAP who will carry out Audit Work on the Consolidated Financial Reports of PBM IHC and Subsidiaries for the 2022, 2023 and 2024 Financial Years in accordance with the direction of the Annual General Meeting of Shareholders (GMS) of PBM IHC for the 2021 Financial Year dated 21 April 2022 and the Circular Shareholder Decision (KPSSS) PBM IHC dated 10 October 2022, with the following decision:

1. Grant power and delegate authority to the Company's Board of Commissioners to determine the Public Accounting Firm (KAP) to carry out audits of the Company's Financial Reports for the 2022, 2023 and 2024 Financial Year periods along with the amount of their services, in accordance with the 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 again to the Company's GMS for the appointment of a Public Accounting Firm (KAP) for the 2023 Financial Year period;
3. The procurement process and appointment of a Public Accounting Firm (KAP) for the 2022, 2023 and 2024 financial years must be consulted/coordinated with PT Pertamina (Persero).

Audit work for the 2023 period is carried out by KAP Purwantono, Sungkoro & Surja (EY), with the scope of work being Interim Audit (September 30, 2022), General Audit/ Year End Audit (31 December 2022), and Internal Control Memorandum (ICM)/ Management Letter (ML) and audit service fees amounting to IDR 1,625,595,000 (includes 11% VAT).

The following Public Accounting Firms (KAP) provided audit services at PBM IHC during the 2019-2023 financial year period:

| No | Tahun Buku<br>Fiscal Year | Kantor Akuntan Publik<br>Public Accounting Firm | *Partner* |
|---|---|---|---|
| 1 | 2019 | Purwantono, Sungkoro & Surja | Sinarta |
| 2 | 2020 | Purwantono, Sungkoro & Surja | Sinarta |
| 3 | 2021 | Purwantono, Sungkoro & Surja | Mento |
| 4 | 2022 | Purwantono, Sungkoro & Surja | Mento |
| 5 | 2023 | Purwantono, Sungkoro & Surja | Mento |

# SISTEM PENGENDALIAN INTERNAL
## INTERNAL CONTROL SYSTEM

Sistem Pengendalian Internal merupakan suatu proses integral dalam kegiatan yang dilakukan perusahaan untuk memberikan keyakinan memadai dalam mencapai tujuan Perusahaan. Selain itu, pengendalian internal dibangun untuk meningkatkan fungsi pengendalian yang terintegrasi (*integrated control system*), antara PT Pertamina Bina Medika (Pertamedika) IHC dengan Entitas Anak guna memastikan bahwa kegiatan operasional telah dijalankan dengan baik dan dapat meningkatkan nilai tambah bagi Perusahaan melalui efektivitas pelaksanaan manajemen risiko dan prinsip-prinsip *Good Corporate Governance* (GCG).

Pertamedika IHC menerapkan Pengendalian internal yang disusun dan dijalankan oleh manajemen untuk memberikan keyakinan memadai (*reasonable assurance*) dalam pencapaian tujuan, sebagai berikut:

1. Efektivitas dan Efisiensi Operasi
   Pengendalian internal dilakukan untuk meningkatkan efektivitas dan efisiensi kegiatan operasi perusahaan dengan tujuan mengendalikan biaya dalam mencapai tujuan organisasi.
2. Keandalan Pelaporan
   Pengendalian internal dalam pelaporan (keuangan maupun non keuangan) baik kepada pihak internal maupun eksternal yang memenuhi kriteria dapat diandalkan, tepat waktu, transparan, dan persyaratan lain yang ditetapkan oleh ketentuan.
3. Kepatuhan terhadap Hukum, Perundang-Undangan dan Peraturan yang Berlaku
   Pengendalian internal dalam kepatuhan/ketaatan terhadap hukum dan peraturan yang berlaku dalam rangka meningkatkan tatanan entitas terhadap hukum-hukum dan peraturan yang telah ditetapkan pemerintah, pembuat aturan terkait, maupun kebijakan-kebijakan entitas itu sendiri.

Tujuan pengendalian internal tersebut diatas merupakan hasil (*output*) dari suatu pengendalian internal yang baik, yang dapat dicapai dengan memperhatikan proses dan unsur-unsur pengendalian internal. Hal ini dalam pelaksanaannya sesuai dengan Permen BUMN No. PER-2/MBU/03/2023 dan *Committee of Sponsoring Organizations of The Treadway Commission* (COSO) – *Internal Control Framework* yaitu :

1. Lingkungan Pengendalian
   Dilaksanakan melalui seperangkat kebijakan, peraturan maupun tata kerja yang tersusun dalam tata kerja operasi, dan pengendalian internal atas proses pelaporan keuangan.

The Internal Control System is an integral process in the activities carried out by the company to provide adequate confidence in achieving the Company's goals. In addition, internal control is built to improve the integrated control function (integrated control system), between PT Pertamina Bina Medika (Pertamedika) IHC and Subsidiaries to ensure that operational activities are carried out well and can increase added value for the Company through effectiveness of risk management implementation and Good Corporate Governance (GCG) principles.

Pertamedika IHC implements internal controls that are prepared and implemented by management to provide reasonable assurance in achieving objectives, as follows:

1. Operational Effectiveness and Efficiency
   Internal control is carried out to increase the effectiveness and efficiency of company operational activities with the aim of controlling costs in achieving organizational goals.
2. Reliability of Reporting
   Internal control in reporting (financial and non-financial) to both internal and external parties that meets the criteria of being reliable, timely, transparent and other requirements stipulated by the provisions.
3. Compliance with Applicable Legal, Law and Regulations

   Internal control in compliance/compliance with applicable laws and regulations in order to improve the entity's order regarding the laws and regulations set by the government, related rule makers, as well as the entity's own policies.

The internal control objectives mentioned above are the results (output) of good internal control, which can be achieved by paying attention to the processes and elements of internal control. This is implemented in accordance with BUMN Ministerial Regulation No. PER-2/MBU/03/2023 and the Committee of Sponsoring Organizations of The Treadway Commission (COSO) – Internal Control Framework, namely:

1. Control Environment
   Implemented through a set of policies, regulations and work procedures structured in operational work procedures, and internal control over the financial reporting process.

2. Penilaian Risiko
   Dilaksanakan dengan mengidentifikasi proses bisnis yang memiliki risiko tinggi, untuk kemudian dilakukan mitigasi, sehingga risiko dimaksud tidak menghambat pencapaian tujuan Perusahaan.
3. Aktivitas Pengendalian
   Dilaksanakan melalui kebijakan dan prosedur yang sebagian diotomatisasi dalam sistem terkomputerisasi. Pengujian pengendalian internal dilakukan oleh auditor internal dan auditor eksternal.
4. Informasi dan Komunikasi Perusahaan
   Dilaksanakan melalui pelaporan berkala dan berkesinambungan kepada Direksi dan Dewan Komisaris, serta melalui saluran komunikasi untuk menerima masukan/informasi penting terkait efektivitas pengendalian internal melalui program *whistleblowing system* (WBS).
5. Kegiatan Pemantauan
   Dilaksanakan secara periodik melalui *monitoring* tindak lanjut atas hasil audit internal dan eksternal, yang kemudian dilaporkan dalam laporan bulanan kegiatan internal audit.

**Evaluasi atas Efektivitas Sistem Pengendalian Internal**

Pelaksanaan sistem pengendalian internal perlu dievaluasi, sehingga Perusahaan membentuk Unit Internal Audit, yang bertanggung jawab langsung kepada Direktur Utama. Pembentukan unit Satuan Pengawasan Internal diatur dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara Paragraf 6 (Pengawasan Intern) Pasal 29 yang menyatakan:

1. Direksi wajib menyelenggarakan pengawasan intern.

2. Dalam rangka menyelenggarakan pengawasan internal sebagaimana dimaksud pada ayat (1) Direksi wajib membentuk SPI dan membuat piagam pengawasan intern.

Penilaian efektivitas pengendalian internal tersebut dilakukan melalui kegiatan *assurance* (audit) atas proses bisnis di lingkungan Perusahaan. Untuk memastikan terlaksananya Sistem Pengendalian Internal dengan baik, kegiatan audit yang dilakukan adalah :

1. Audit Operasional
   Audit Operasional adalah pemeriksaan atas semua atau sebagian prosedur organisasi untuk menilai tingkat efektivitas dan efisiensi dalam kegiatan operasional Perusahaan.

   Audit operasional menjadi alat untuk memperoleh masukan bagi peningkatan kinerja Perusahaan. Hasil dari audit operasional yang dilaksanakan pada tahun 2023 terkait pengendalian internal pada proses bisnis yang dievaluasi adalah sebagian belum memadai dalam memberikan keyakinan yang wajar (*reasonable assurance*) bahwa risiko telah dikelola dengan baik agar tujuan proses bisnis tercapai. Terhadap kelemahan pengendalian internal yang telah diidentifikasi, telah disampaikan melalui rekomendasi-rekomendasi kepada pihak manajemen untuk perbaikan.

2. Risk Assessment
   This is carried out by identifying business processes that have high risks, and then mitigating them, so that the risks in question do not hinder the achievement of the Company's objectives.
3. Control Activities
   Implemented through policies and procedures that are partially automated in computerized systems. Internal control testing is carried out by internal auditors and external auditors.
4. Company Information and Communication
   Implemented through regular and continuous reporting to the Board of Directors and Board of Commissioners, as well as through communication channels to receive important input/information regarding the effectiveness of internal control through the whistleblowing system (WBS) program.
5. Monitoring Activities
   Carried out periodically through follow-up monitoring of internal and external audit results, which are then reported in the monthly internal audit activity report.

**Evaluation of the Effectiveness of the Internal Control System**

The implementation of the internal control system needs to be evaluated, so the Company forms an Internal Audit Unit, which is directly responsible to the President Director. The formation of an Internal Supervision Unit is regulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Paragraph 6 (Internal Supervision) Article 29 which states:

1. The Board of Directors are obliged to carry out internal supervision.
2. In order to carry out internal supervision as intended in paragraph (1), The Board of Directors are obliged to form an SPI and create an internal supervision charter.

The assessment of the effectiveness of internal control is carried out through assurance (audit) activities on business processes within the Company. To ensure the implementation of the Internal Control System properly, the audit activities carried out are:

1. Operational Audit
   Operational Audit is an examination of all or part of organizational procedures to assess the level of effectiveness and efficiency in the Company's operational activities.

   Operational audits are a tool to obtain input for improving the Company's performance. The results of the operational audit carried out in 2023 regarding internal control in the business processes being evaluated were partially inadequate in providing reasonable assurance that risks have been managed properly so that business process objectives are achieved. Internal control weaknesses that have been identified have been submitted through recommendations to management for improvement.

2. Audit Atas Laporan Keuangan
   Merupakan evaluasi atas kewajaran laporan keuangan yang disajikan Perusahaan secara keseluruhan, diperbandingkan dengan standar akuntansi keuangan yang berlaku umum. Hasil audit atas laporan keuangan adalah opini dari auditor Kantor Akuntan Publik (KAP).

   Selanjutnya, komitmen untuk melaksanakan sistem pengendalian intern secara menyeluruh pada setiap kegiatan usaha diwujudkan Perusahaan dengan terus memastikan bahwa sistem pengendalian intern di Perusahaan telah memadai.

   Berdasarkan proses dan unsur pengendalian internal, serta laporan hasil audit, dapat disimpulkan bahwa sistem pengendalian internal Perusahaan secara umum telah memadai.

## 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 Chief Audit Executive dengan Komite Audit dapat dilakukan secara formal dan informal. Komunikasi formal Chief Audit Executive dilaksanakan melalui pertemuan dan penyampaian laporan, yaitu antara lain:
   a. Menghadiri rapat Komite Audit
   b. Menyampaikan laporan secara periodik
   c. Menyampaikan hasil survei kepuasan *stakeholder*

2. Audit of Financial Statements
   This is an evaluation of the fairness of the financial statements presented by the Company as a whole, compared with generally accepted financial accounting standards. The results of the audit of financial reports are the opinion of the Public Accounting Firm (KAP) auditor.

   Furthermore, the Company realizes its commitment to implement a comprehensive internal control system in every business activity by continuing to ensure that the internal control system in the Company is adequate.

   Based on the processes and elements of internal control, as well as audit reports, it can be concluded that the Company's internal control system is generally adequate.

## Internal Audit Relationship with the Chief Audit Executive (CAE) and Audit Committee

1. Communication with the Chief Audit Executive (CAE) of PT Pertamina (Persero)
   Pertamedika IHC Internal Audit can communicate and submit periodic reports to CAE Pertamina based on:
   a. Charter of Agreement dated 11 October 2012
   b. CAE Letter Number 374/J00000/2017-S0 dated 25 October 2017 regarding Submission of Monthly Internal Audit Activity Reports for Subsidiaries addressed to the President Director of Pertamedika IHC.
2. Communication with the Audit Committee
   Communication between the Chief Audit Executive and the Audit Committee can be done formally and informally. Formal communication from the Chief Audit Executive is carried out through meetings and submission of reports, including:
   a. Attend Audit Committee meetings
   b. Submit periodic reports
   c. Deliver the results of stakeholder satisfaction surveys

# MANAJEMEN RISIKO
## RISK MANAGEMENT

Pertamedika IHC berupaya melakukan pengelolaan risiko secara efektif dan terintegrasi dalam rangka memastikan pencapaian Visi dan Misi Perseroan untuk mewujudkan tata kelola perusahaan yang baik (*good corporate governance*). Perusahaan menetapkan Sistem Manajemen Risiko sebagai bagian dari Sistem Manajemen Perusahaan yang dilaksanakan secara sistematis dan mendorong terciptanya budaya sadar risiko di lingkungan Perseroan untuk mewujudkan kegiatan usaha yang sehat dan mampu menghasilkan laba yang optimal pada batas toleransi risiko yang ditetapkan.

## Landasan Pengelolaan Risiko

Dasar Hukum Pengelolaan Risiko Pertamedika IHC adalah sebagai berikut :

1. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011, khususnya pasal 25 mengenai pemenuhan kewajiban melaksanakan Manajemen Risiko;

2. Peraturan Menteri Negara BUMN No. PER-5/MBU/09/2022, tentang Penerapan Manajemen Risiko pada Badan Umum Milik Negara;

3. Traktat Manajemen Risiko Pertamedika IHC sebagai bentuk komitmen Direksi dan Dewan Komisaris atas penerapan Manajemen Risiko yang telah diperbaharui pada April 2023;

4. Sistem Tata Kerja yang berlaku di lingkungan Pertamedika IHC terdiri atas:
   a. Pedoman Manajemen Risiko No. NO. A – 473/A00000/2021-S0 Revisi Ke – 0 tanggal 30 Desember 2021;
   b. Tata Kerja Organisasi (TKO) dan Tata Kerja Individu (TKI) yang berisi petunjuk teknis pengelolaan risiko.

## Implementasi Manajemen Risiko Pertamedika IHC

Penerapan Manajemen Risiko Pertamedika IHC mengacu pada standar ISO 3100: 2018 (*International Standard of Risk Management*) yang mengintegrasikan tiga pilar, yaitu Prinsip (*Principles)*, Kerangka Kerja (*Framework*), dan Proses (*Process*). Prinsip manajemen risiko adalah dasar praktik atau filosofi manajemen risiko; kerangka kerja adalah pengaturan sistem manajemen risiko secara terstruktur dan sistematis di seluruh organisasi; Proses adalah aktivitas pengelolaan risiko yang berurutan dan saling terkait.

Pertamedika IHC strives to manage risk effectively and integratedly in order to ensure the achievement of the Company's Vision and Mission to realize good corporate governance. The Company has established a Risk Management System as part of the Company Management System which is implemented systematically and encourages the creation of a risk awareness culture within the Company to realize healthy business activities and be able to generate optimal profits within the specified risk tolerance limits.

## Foundations of Risk Management

The legal basis for Pertamedika IHC risk management is as follows:

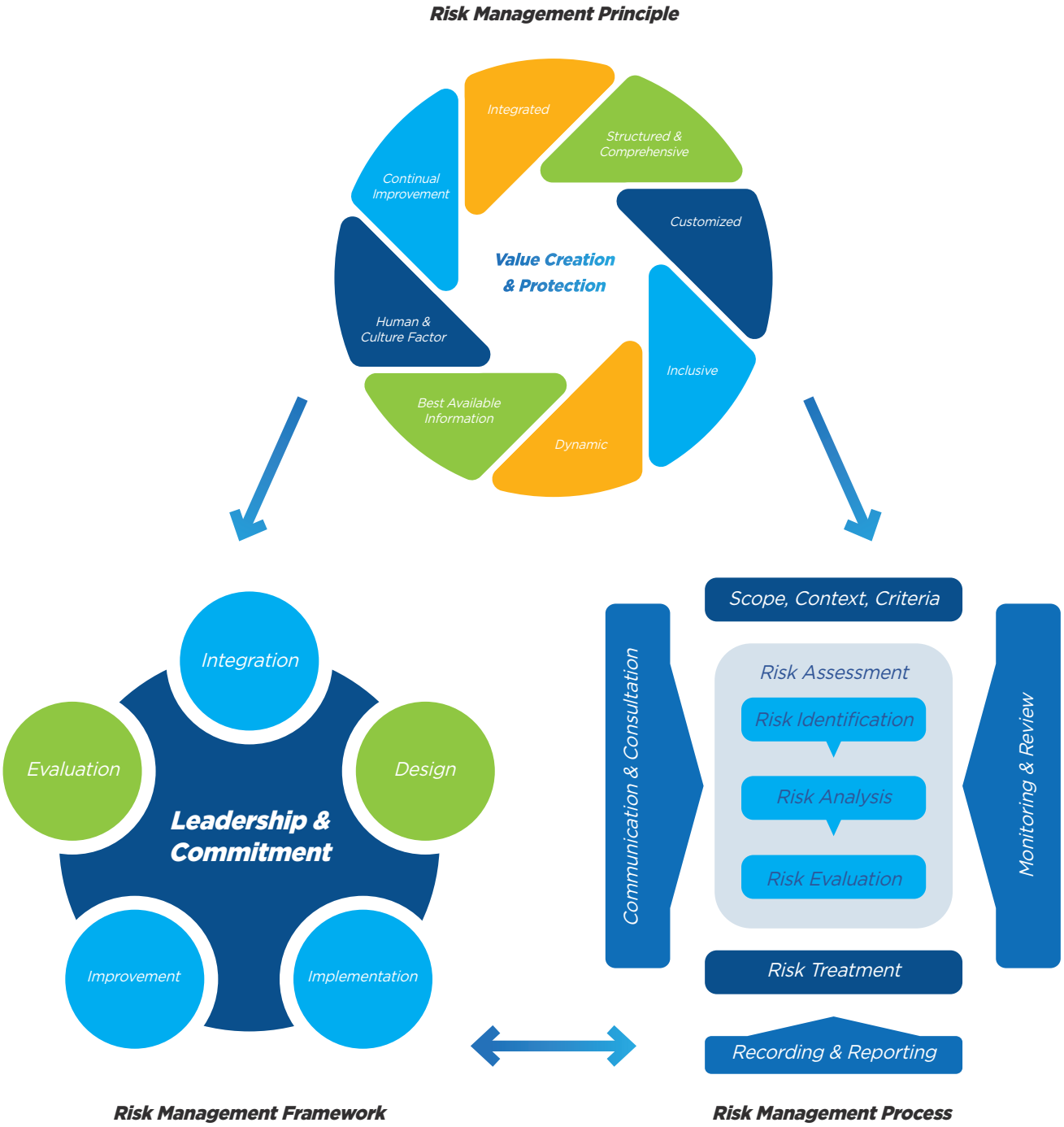
1. Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011, especially paragraph 25 regarding fulfilling the obligation to carry out Risk Management;
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-5/MBU/09/2022, concerning the Implementation of Risk Management in State-Owned Public Agencies;
3. Pertamedika IHC Risk Management Treaty as a form of commitment of the Board of Directors and Board of Commissioners to the implementation of Risk Management which has been updated in April 2023;

4. The work system that applies within Pertamedika IHC consists of:
   a. Risk Management Guidelines No. NO. A – 473/A00000/2021-S0 0th Revision dated December 30, 2021;
   b. Organizational Work Procedures (TKO) and Individual Work Procedures (TKI) which contain technical instructions for risk management.

## Implementation of Pertamedika IHC Risk Management

The implementation of Pertamedika IHC Risk Management refers to the ISO 3100: 2018 (International Standard of Risk Management) standard which integrates three pillars, namely Principles, Framework and Process. Risk management principles are the basis of risk management practice or philosophy; framework is a structured and systematic risk management system arrangement throughout the organization; Processes are sequential and interrelated risk management activities.

## 3 (Tiga) Elemen Manajemen Risiko ISO 31000
3 (Three) Elements of Risk Management ISO 31000




### Prinsip Manajemen Risiko

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.

### Principles of Risk Management

Pertamedika IHC uses 8 (eight) Risk Management Principles as a basis and guide in carrying out effective and efficient Risk Management through the development of risk management frameworks and processes, including:

1. Integrated:
   Risk Management is integrated with all Company activities. Risk Management is not an independent activity, but is also part of management's responsibility and is an inseparable part of the Company's business processes including strategic planning, investment, and change management processes in achieving targets.

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 serta Profil Risiko yang dihadapi.
4. *Inclusive*:
   Manajemen Risiko harus bersifat inklusif dan melibatkan seluruh pihak yang relevan.
5. *Dynamic*:
   Manajemen Risiko bersifat dinamis terhadap perubahan. Tugas Manajemen adalah untuk memastikan bahwa Manajemen Risiko senantiasa memperhatikan dan selalu tanggap terhadap 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.

## Proses Manajemen Risiko

Proses Manajemen Risiko secara umum meliputi:

1. *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.
2. *Risk Assessment* (Penilaian Risiko):
   Penilaian Risiko adalah keseluruhan proses yang meliputi identifikasi Risiko, analisis Risiko, dan evaluasi Risiko.
   a. 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.
   b. Analisis Risiko: Hasil Analisis Risiko berupa Skala Probabilitas dan Dampak yang mencerminkan Profil Risiko untuk mengkategorikan peringkat Risiko (*Risk Mapping*).

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, comparability and results and improvements.
3. Customized:
   Risk Management must be adapted to the Company's needs, must be aligned with the Company's internal and external context and the Risk Profile it faces.
4. Inclusive:
   Risk Management must be inclusive and involve all relevant parties.
5. Dynamic:
   Risk Management is dynamic towards change. Management's task is to ensure that Risk Management always pays attention to and is always responsive to changes.
6. Best Available Information:
   Risk Management must be based on the best available information. The input used in the Risk Management process is based on available information sources, such as historical data, experience, stakeholder feedback, observations, estimates and expert judgment.
7. Human and Cultural Factors:
   Risk Management considers human and cultural factors. The implementation of Risk Management takes into account the capabilities, perceptions and goals of each individual inside and outside the Company, especially those that support or hinder the achievement of the Company's targets.
8. Continuous Improvement:
   Risk Management needs to be continuously improved through learning and experience.

## Risk Management Process

The Risk Management Process generally includes:

1. Scope, Context & Criteria (Scope, Context and Criteria):
   Determining the Scope of Risk Management is determining the internal and external parameters that must be taken into account in managing Risk, determining the scope and Risk criteria for Risk Management policies. Determining the Scope of Risk Management requires considering internal and external factors.
2. Risk Assessment:
   Risk Assessment is a whole process that includes Risk identification, Risk analysis and Risk evaluation.
   a. Risk Identification: Risk Identification must include the Cause of the Risk (Risk Agent) which can be controlled (controllable) or not (uncontrollable). Risk identification must also pay attention to identification tools and techniques that are in accordance with the Company's capabilities and objectives, the types of risks faced, and must be supported by relevant and adequate information.
   b. Risk Analysis: The results of the Risk Analysis are in the form of a Probability and Impact Scale which reflects the Risk Profile to categorize Risk ratings (Risk Mapping).

c. 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.

3. *Risk Treatment* (Penanganan Risiko):
   a. Alternatif Penanganan Risiko:
      i) Menghindari Risiko (*Avoid*), dengan memutuskan untuk tidak memulai atau melanjutkan Aktivitas yang dapat menimbulkan Risiko.
      ii) Pengurangan Risiko (*Reduce/Mitigate*), baik dengan cara mengurangi *Risk Likelihood* maupun *Risk Consequence*.
      iii) Pembagian Risiko (*Sharing*), dengan pihak lain, misalnya kerjasama dengan bentuk *joint venture/ partnership*.
      iv) Risiko diterima (*Retain*), dengan melaksanakan aktivitas tertentu tanpa usaha untuk mengurangi, membagi, atau memindahkan Risiko.
      v) Kombinasi antara beberapa alternatif tersebut di atas.
   b. Pemilihan Penanganan Risiko: Disesuaikan dengan strategi bisnis Perusahaan dengan mempertimbangkan Status Risiko, Biaya Penanganan Risiko (*Cost of Risk*), dan manfaat yang akan diperoleh Perusahaan.
   c. Penerapan (*implementation*) penanganan Risiko (*Risk Treatment*): Proses pelaksanaan pilihan yang paling optimal bagi Perusahaan.
      i) *Communication & Consultation* (Komunikasi dan Konsultasi):
         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.
      ii) *Monitoring & Review* (Pemantauan dan Tinjauan):
         Direncanakan sebagai bagian dari Proses Manajemen Risiko yang meliputi pemeriksaan dan pengawasan secara berkala, baik sebagai Aktivitas rutin maupun non rutin.
      iii) *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.

## Kerangka Kerja Manajemen RIsiko

Kerangka Manajemen Risiko merupakan pengembangan dari prinsip-prinsip Manajemen Risiko yang memberikan dasar dalam pengelolaan Perusahaan yang mencakup seluruh aktivitas usaha Perusahaan. Untuk mendapatkan kerangka Manajemen Risiko yang efektif, terstruktur, dan proaktif, penerapan Manajemen Risiko didasarkan pada landasan yang kuat dan komponen yang selaras.

c. Risk Evaluation: The results of the Risk Evaluation can lead to a decision to carry out further analysis or can also lead to a decision to handle risks by considering existing Internal Control.

3. Risk Treatment:
   a. Alternative of Risk Treatment:
      i) Avoiding risks (Avoid), by deciding not to start or continue activities that could pose a risk.
      ii) Risk Reduction (Reduce/Mitigate), both by reducing Risk Likelihood and Risk Consequence.
      iii) Risk sharing (sharing), with other parties, for example collaboration in the form of a joint venture/partnership.
      iv) Risk is accepted (Retained), by carrying out certain activities without efforts to reduce, share or transfer the risk.
      v) A combination of several alternatives mentioned above.
   b. Selection of Risk Treatment: Adapted to the Company's business strategy by considering the Risk Status, Cost of Risk and the benefits that will be obtained by the Company.
   c. Implementation of Risk Treatment: The process of implementing the most optimal options for the Company.
      i) Communication & Consultation:
         Continuous and repetitive process between stakeholders, both internal and external, to provide, share and obtain information and conduct dialogue related to risk management.
      ii) Monitoring & Review:
         Planned as part of the Risk Management Process which includes regular inspection and supervision, both as routine and non-routine activities.
      iii) Recording & Reporting:
         The implementation and results of the Risk Management Process must be documented and reported through a mechanism that is appropriate to the characteristics of the Company so that the information conveyed is right on target.

## Risk Management Framework

The Risk Management Framework is a development of Risk Management principles which provide the basis for Company management which covers all of the Company's business activities. To obtain an effective, structured and proactive Risk Management framework, the implementation of Risk Management is based on a strong foundation and aligned components.

1. ***Leadership and Commitment*** (Kepemimpinan dan Komitmen)
   Dukungan dari para pemangku kepentingan internal organisasi, khususnya pimpinan puncak sangat diperlukan. Oleh karena itu, Penerapan Manajemen Risiko didukung penuh oleh Direksi, sebagai pimpinan puncak Perusahaan, dan seluruh *Risk Owner* sehingga Manajemen Risiko dapat berjalan dengan efektif.

   Untuk memastikan Manajemen Risiko berjalan dengan efektif, Direksi harus:
   a. Menetapkan dan mendukung kebijakan Manajemen Risiko.
   b. Menyelaraskan Manajemen Risiko dengan strategi dan tujuan Perusahaan.
   c. Menentukan besar (jumlah dan jenis) Risiko yang bersedia diambil sebagai panduan dalam Kriteria Risiko.
   d. Menentukan indikator kinerja Manajemen Risiko yang sejalan dengan indikator *kinerja* Perusahaan.
   e. Memastikan kepatuhan (*compliance*) terhadap hukum dan regulasi.
   f. Memastikan bahwa sumber daya yang diperlukan telah dialokasikan untuk Manajemen Risiko.
   g. Mengkomunikasikan manfaat dari Manajemen Risiko kepada seluruh pemangku kepentingan.
   h. Memberikan kewenangan, tanggung jawab, dan akuntabilitas di seluruh level Perusahaan sesuai dengan perannya masing-masing.
   i. Memastikan sistem informasi Manajemen Risiko telah berjalan efektif.

2. **Integrasi Kerangka Manajemen Risiko**
   Pemahaman struktur dan konteks Perusahaan diperlukan dalam mengintegrasikan Manajemen Risiko. Untuk itu dalam integrasi Kerangka Manajemen Risiko perlu dilakukan hal-hal sebagai berikut:
   a. *Risk Management at all level*
      Pengelolaan risiko dilakukan di seluruh tingkatan dalam struktur organisasi Perusahaan.
   b. *Part of Integrated Management System*
      Sistem Manajemen Risiko terintegrasi dengan sistem manajemen lainnya dan merupakan bagian yang tidak terpisahkan dari tujuan, tata kelola, kepemimpinan dan komitmen, strategi, tujuan dan operasi di Perusahaan.

3. **Desain Manajemen Risiko**
   Manajemen Risiko di Perusahaan didesain untuk dapat diterapkan secara efektif dengan:
   a. *Context Alignment*
      Konteks internal organisasi dapat mencakup, tetapi tidak terbatas pada:
      i) Visi, misi, dan nilai-nilai;
      ii) Tata kelola, struktur organisasi, peran dan akuntabilitas;
      iii) Strategi, tujuan, dan kebijakan;
      iv) Budaya organisasi;
      v) Standar, pedoman, dan model yang diadopsi oleh organisasi;

1. **Leadership and Commitment**

   Support from the organization's internal stakeholders, especially top leadership, is very necessary. Therefore, the implementation of Risk Management is fully supported by the Board of Directors, as the top leadership of the Company, and all Risk Owners so that Risk Management can run effectively.

   To ensure Risk Management runs effectively, the Board of Directors must:
   a. Establish and support Risk Management policies.
   b. Align Risk Management with Company strategy and goals.
   c. Determine the amount (amount and type) of risk that you are willing to take as a guide in the Risk Criteria.
   d. Determine Risk Management performance indicators that are in line with the Company's performance indicators.
   e. Ensure compliance with laws and regulations.
   f. Ensure that the necessary resources have been allocated for Risk Management.
   g. Communicate the benefits of Risk Management to all stakeholders.
   h. Provide authority, responsibility and accountability at all levels of the Company in accordance with their respective roles.
   i. Ensure that the Risk Management information system is running effectively.

2. **Risk Management Framework Integration**
   Understanding the structure and context of the Company is needed in integrating Risk Management. For this reason, in the integration of the Risk Management Framework, the following things need to be done:
   a. Risk Management at all levels
      Risk management is carried out at all levels in the Company's organizational structure.
   b. Part of Integrated Management System
      The Risk Management System is integrated with other management systems and inseparable part of the Company's objectives, governance, leadership and commitment, strategy, objectives and operations.

3. **Risk Management Design**
   Risk Management in the Company is designed to be implemented effectively by:
   a. Context Alignment
      The internal context of an organization may include, but is not limited to:
      i) Vision, mission and values;
      ii) Governance, organizational structure, roles and accountability;
      iii) Strategy, objectives and policies;
      iv) Organizational culture;
      v) Standards, guidelines and models adopted by the organization;

vi) Kemampuan, dipahami dalam hal sumber daya dan pengetahuan (misalnya modal, waktu, orang, kekayaan intelektual, proses, sistem, dan teknologi);
vii) Data, sistem informasi dan arus informasi;
viii) Hubungan dengan pemangku kepentingan internal, dengan mempertimbangkan persepsi dan nilai-nilai mereka;
ix) Hubungan dan komitmen kontraktual;
x) Interdependensi dan interkoneksi.

b. Konteks eksternal organisasi dapat mencakup, tetapi tidak terbatas pada:
i) Faktor sosial, budaya, politik, hukum, peraturan, keuangan, teknologi, ekonomi dan lingkungan, baik internasional, nasional, regional atau lokal;
ii) Pendorong utama dan trend yang mempengaruhi tujuan organisasi;
iii) Hubungan, persepsi, nilai, kebutuhan, dan harapan pemangku kepentingan eksternal;
iv) Hubungan dan komitmen kontraktual;
v) Kompleksitas jaringan dan ketergantungan.

c. *Commitment Articulating*
Komitmen Direksi diartikulasikan melalui kebijakan, pernyataan atau bentuk lain yang tertulis dan secara jelas menyampaikan tujuan dan komitmen organisasi terhadap Manajemen Risiko, mencakup, tetapi tidak terbatas pada:
i) Kebutuhan untuk mengintegrasikan Manajemen Risiko ke dalam budaya organisasi secara keseluruhan;
ii) Integrasi Manajemen Risiko ke dalam kegiatan bisnis inti dan pengambilan keputusan;
iii) Otoritas, tanggung jawab dan akuntabilitas;
iv) Ketersediaan sumber daya yang diperlukan;
v) Pengukuran dan pelaporan dalam indikator kinerja organisasi;
vi) Pelaksanaan kaji ulang dan perbaikan.

d. *Communication* (Pendekatan komunikasi dan konsultasi)
Komunikasi dan konsultasi dilakukan untuk memfasilitasi penerapan Manajemen Risiko yang efektif, baik secara *Top Down* maupun *Bottom Up*.

**4. Implementasi Manajemen Risiko**

Dalam mengimplementasikan Manajemen Risiko, Perusahaan melakukan hal – hal sebagai berikut:

a. *Risk Management Process*, sesuai penjelasan di atas.

b. *Risk Management Workplan*
Perusahaan menetapkan rencana kerja Manajemen Risiko jangka pendek dan jangka panjang yang dituangkan dalam bentuk workplan dan/atau Roadmap, yang sekurang – kurangnya memuat strategi, rencana kerja, sumber daya, waktu dan tingkatan dengan tujuan mengimplementasikan Manajemen Risiko secara efektif dan terwujudnya budaya risiko.

c. *Decision Support System*
Penetapan mekanisme dan proses pengambilan keputusan di lingkungan Perusahaan senantiasa selaras dengan Manajemen Risiko.

vi) Capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technology);
vii) Data, information systems and information flows;
viii) Relations with internal stakeholders, considering their perceptions and values;
ix) Contractual relationships and commitments;
x) Interdependence and interconnection.

b. The external context of the organization may include, but is not limited to:
i) Social, cultural, political, legal, regulatory, financial, technological, economic and environmental factors, whether international, national, regional or local;
ii) Key drivers and trends influencing organizational objectives;
iii) External stakeholder relationships, perceptions, values, needs and expectations;
iv) Contractual relationships and commitments;
v) Network complexity and dependencies.

c. Articulating Commitment
The Board of Directors' commitment is articulated through policies, statements or other written forms and clearly conveys the organization's objectives and commitment to Risk Management, including, but not limited to:
i) The need to integrate Risk Management into the overall organizational culture;
ii) Integration of Risk Management into core business activities and decision making;
iii) Authority, responsibility and accountability;
iv) Availability of necessary resources;
v) Measurement and reporting on organizational performance indicators;
vi) Carrying out reviews and improvements.

d. Communication (communication and consultation approach)
Communication and consultation are carried out to facilitate the implementation of effective Risk Management, both Top Down and Bottom Up.

**4. Implementation of Risk Management**

In implementing Risk Management, the Company carried out the following:

a. Risk Management Process, according to the explanation above.

b. Risk Management Workplan
The Company determines short-term and long-term Risk Management work plans which are outlined in the form of a work plan and/or Roadmap, which at least contains strategies, work plans, resources, time and levels with the aim of implementing Risk Management effectively and realizing a risk culture.

c. Decision Support System
Determination of decision-making mechanisms and processes within the Company is always in line with Risk Management.

**5. Evaluasi Manajemen Risiko**

Penerapan Manajemen Risiko yang efektif untuk mendukung kinerja Perusahaan secara berkelanjutan, dilakukan evaluasi melalui:

a. *Responsive to Change*
Peninjauan ulang keselarasan antara kerangka kerja, kebijakan, dan rencana kerja Manajemen Risiko terhadap konteks internal dan eksternal Perusahaan secara berkala.

b. *Maturity Assessment*
i) Pengukuran kinerja Manajemen Risiko dan peninjauan ulang secara berkala sesuai dengan indikator yang telah ditetapkan.
ii) Peninjauan ulang tingkat efektivitas pelaksanaan Manajemen Risiko.

c. *Rolling Risk Management Workplan*
Penyesuaian rencana kerja Manajemen Risiko sebagai masukan perbaikan berkelanjutan.

**6. Perbaikan Manajemen Risiko**

a. *Framework Adjustment*
Pemantauan dan penyesuaian kerangka kerja Manajemen Risiko secara terus menerus dan berkelanjutan untuk mengatasi perubahan eksternal dan internal Perusahaan sehingga kerangka kerja Manajemen Risiko masih relevan dengan kondisi terkini Perusahaan.

b. *Closing the Gap*
Berdasarkan hasil evaluasi, dilakukan perbaikan terhadap aspek – aspek yang perlu ditingkatkan dan/atau diperbaiki.

## Risiko yang Dihadapi dan Pengelolaannya

Pada tahun 2023, dari hasil pemetaan, 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 (*ongoing business*) sesuai dengan kondisi usaha terkini baik internal maupun eksternal Perusahaan untuk media prinsip kelangsungan usaha (*going concern*). Risiko dipetakan dan diklasifikasikan sesuai *Risk Intelligence Map* (RIM) antara lain:

***1. Business Strategy***

a. Kategori risiko ini berkaitan dengan kecukupan dan efektivitas strategi bisnis dan implementasinya saat ini yang memengaruhi kemampuan organisasi dalam mencapai tujuannya.

b. *Growth & sustainability*, yaitu risiko yang terkait dengan ketidakpastian atas keberlangsungan pertumbuhan Perusahaan, yang meliputi *resilience, business continuity, quality system & knowledge management,* dan *competitiveness*;

c. *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*;

**5. Risk Management Evaluation**

The implementation of effective Risk Management to support the Company's performance on an ongoing basis is evaluated through:

a. Responsive to Change
Regularly review the alignment between the Risk Management framework, policies and work plans with the Company's internal and external context.

b. Maturity Assessment
i) Measurement of Risk Management performance and regular review in accordance with established indicators.
ii) Reviewing the level of effectiveness of Risk Management implementation.

c. Rolling Risk Management Workplan
Adjustment of the Risk Management work plan as input for continuous improvement.

**6. Improved Risk Management**

a. Adjustment Framework
Continuous and ongoing monitoring and adjustment of the Risk Management framework to address external and internal changes in the Company so that the Risk Management framework is still relevant to the Company's current conditions.

b. Closing the Gap
Based on the evaluation results, improvements are made to aspects that need to be improved and/or corrected.

## The Risks Faced by the Company and Risk Management

In 2023, from the mapping results, 13 main risk profiles or Corporate Top Risks were obtained, consisting of 7 (seven) quantitative risks and 6 (six) risks which are qualitative risks. The Company strives to update risks related to activities or business activities (ongoing business) in accordance with the latest business conditions both internal and external to the Company as a medium of business continuity principles (going concern). Risks are mapped and classified according to the Risk Intelligence Map (RIM), including:

**1. Business Strategy**

a. This risk category relates to the adequacy and effectiveness of current business strategies and implementation that impact the organization's ability to achieve its objectives.

b. Growth & sustainability, namely risks related to uncertainty regarding the Company's continued growth, which includes resilience, business continuity, quality system & knowledge management, and competitiveness;

c. Strategy, namely the risk of failure in business decisions or matters that could affect the Company, which includes synergy, product/service development, partnerships, CSR, business intelligence, merger & acquisition (M&A) and divestment, and market development;

d. *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 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;*

d. 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 good management of financial resources and compliance with financial management policies 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 related to 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 current or future objectives, 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 is related to the Company's operational activities, which include:

a. Operational excellence, namely the risk of the Company's failure to achieve operational and maintenance activity targets;
b. Supply chain process, namely risks related to 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 related to failure 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 activities;
e. Information technology, namely the risk of cyber attacks that can affect Company data, critical systems and business processes including IT benefit/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, yaitu risiko terkait dengan *health, safety, security and environment* yang dapat memengaruhi pencapaian target Perusahaan.

***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.*

h. HSSE, namely risks related to health, safety, security and environment which can affect the achievement of the Company's targets.

**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, namely risks that can influence beliefs and behavior, as a determinant of the way of interaction between workers and Company 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 loss 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 risks related to systems and issues based on socio-political factors, including geopolitics, domestic politics, defense and security, and social.

**5. Corporate Image**

This risk category is related to the potential for negative news, negative public perception, or uncontrolled negative events that could impact the Company's reputation and achievement of 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 one good/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 communities, access to new resources, efficient operations, 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***
   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:
   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 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 kerja sama 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.

6. **Legal, Governance and Compliance**
   This risk category is related to the Company's strategy in managing issues of good governance, integrated corporate risk management, and compliance company to applicable regulations, including:
   a. Legal, namely risks related to the Company's management of legislation, consultations, litigation activities (including development and updating 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 resolution, and confidentiality;
   b. Governance, namely risks related to regulations, controls, policies and resolutions implemented to direct and control the Company's behavior, including transparency, accountability, responsibility, independence, fairness, board effectiveness and risk oversight;
   c. Compliance, namely risks related to the Company's financial position, organization or reputation 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 fraud, misrepresentation, illegal acts, and activities to gain unfair advantage, including: corruption, asset misappropriation, and financial fraud.

The company has a mitigation plan that is prepared during the risk identification process with the aim of reducing the impact and the probability of the risk occurring. The mitigation actions taken for the Company's risks are:

1. **Business Strategy**
   Mitigating the risk of default on investment funding includes preparing comprehensive financial planning and analysis, including a capital structure that considers the overall financing strategy.

   Meanwhile, mitigating the risk of operating limitations due to cooperation through Foreign Investment (PMA) includes 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 on PBM-IHC Subsidiaries (Specific Target Company), so that operational restrictions only apply to the Subsidiary and not to PBM IHC as a whole; Foreign investors established a 100% local company and became direct shareholders of 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.

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 standardisasi 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*/pembaruan sarana dan fasilitas RS.

## 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.

2. **Financial Management**
   Efforts to manage these risks include controlling costs through efficiency and cost effective programs, implementing budget diversion mechanisms including revising the RKAP for costs related to assignments outside the RKAP, increasing the collection period for trade receivables and optimizing the implementation of information systems.

3. **Operational**
   The risk mitigation efforts carried out in operational activities include implementing the Pertamedika IHC BOD Transformation Program such as Patient Experience, Pricing, Clinical Excellence, Branding & Marketing, Non Covid Win-Back, etc.; monitoring and evaluating investment realization; fulfilling the need for COVID-19 services, as well as completing the HR function of HSE in the Company's organizational structure and so on.

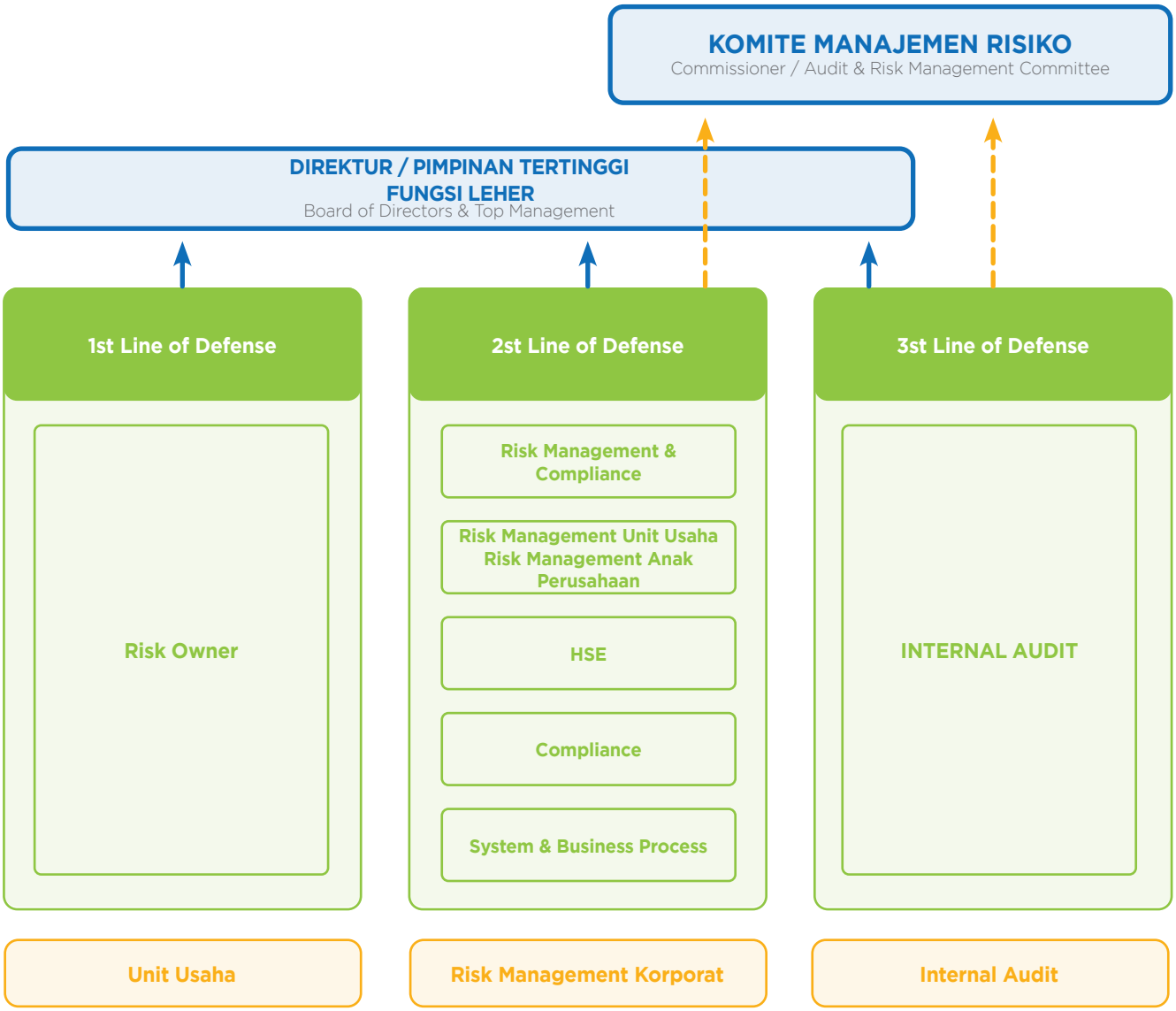
4. **Business Environment**
   Mitigating the risk of complying with regulations related to BPJS includes implementing the Pertamedika IHC BOD Transformation Program through the BPJS Strategy.

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 claims related to patient safety includes, among other things, upskilling health workers, especially regarding patient safety, holding comprehensive Professional Liability Insurance, and optimally replacing/renewing hospital facilities and equipment.

## Effectiveness of the Risk Management System

In order to implement an effective Risk Management process and system, the Company uses a 3LOD (Three Lines of Defense) approach, by implementing a layered defense mechanism in managing risks.




| 1st Line of Defense | 2nd Line of Defense | 3rd Line of Defense |
|---|---|---|
| **Memastikan adanya pengendalian internal yang kuat (*strong Internal Control*) terhadap potensi risiko di masing-masing Fungsi.**<br>Ensure that there is strong internal control (strong Internal Control) against potential risks in each function. | **Bertanggung jawab dalam mengembangkan dan memantau penerapan Manajemen Risiko perusahaan.**<br>Responsible for developing and monitoring the implementation of company Risk Management. | **Bertanggung jawab melakukan evaluasi terhadap efektivitas penerapan Manajemen Risiko secara keseluruhan.**<br>Responsible for evaluating the effectiveness of the overall implementation of Risk Management. |
| **Menerapkan kebijakan Manajemen Risiko yang telah ditetapkan.**<br>Implement established Risk Management policies. | **Memastikan aktivitas *Risk Owner* dilaksanakan berlandaskan pada STK manajemen risiko yang telah ditetapkan oleh perusahaan.**<br>Ensure that Risk Owner activities are carried out based on the risk management STK that has been determined by the company. | **Memastikan bahwa pengelolaan Risiko pada lapis pertama dan kedua berjalan efektif.**<br>Ensure that risk management in the first and second layers is effective. |
| **Mempertimbangkan risiko dalam pengambilan keputusan dan aktivitas yang dilakukan dalam mencapai sasaran Perusahaan.**<br>Considering risks in decision making and activities carried out to achieve Company targets. | **Memantau dan melaporkan risiko-risiko perusahaan secara menyeluruh pejabat tertinggi di Perusahaan.**<br>Monitor and report company risks thoroughly to the highest officials in the Company. | |

## *Monitoring* dan Reviu

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.

## Evaluasi atas Efektivitas Sistem Manajemen Risiko

Evaluasi manajemen risiko di Perusahaan dibagi menjadi dua bagian yaitu:

1. Audit manajemen risiko, merupakan pengkajian ulang dan evaluasi terhadap kebijakan pengelolaan risiko yang dibuat;
2. *Risk-Based Audit* (RBA), merupakan audit terhadap pengelolaan risiko di seluruh lini. RBA bersumber dari hasil penyusunan *risk register*.

## Monitoring and Review

Each risk owner ensures that the mitigation implemented can reduce the scale of impact and scale of risk. Reporting on mitigation is carried out every month 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.

## Evaluation on the Effectiveness of Risk Management System

Evaluation of risk management in the Company is divided into two parts, namely:

1. Risk management audit, is a review and evaluation of the risk management policies created;
2. Risk-Based Audit (RBA), is an audit of risk management across all lines. The RBA comes from the results of preparing the risk register.

# PERKARA HUKUM YANG BERDAMPAK MATERIAL YANG DIHADAPI PERUSAHAAN, ENTITAS ANAK, ANGGOTA DEWAN KOMISARIS DAN DIREKSI

# LEGAL CASES THAT HAVE A MATERIAL IMPACT FACING THE COMPANY, SUBSIDIARIES, MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Permasalahan dan/atau perkara hukum yang dihadapi Perusahaan, entitas anak, serta anggota Dewan Komisaris dan Direksi maupun yang telah selesai di sepanjang tahun 2023 adalah sebagai berikut:

The problems and/or legal cases faced by the Company, its subsidiaries, as well as members of the Board of Commissioners and Directors that have been resolved throughout 2023 are as follows:

| **Permasalahan Hukum**<br>Legal Issues | **2023** | |
|---|---|---|
| | **Perdata**<br>Civil | **Pidana**<br>Criminal |
| **Selesai dan telah mempunyai kekuatan hukum tetap**<br>Completed and has permanent legal force | 0 | 0 |
| **Dalam proses Penyelesaian**<br>In the process of being resolved | 2 | 0 |
| **Jumlah**<br>Total | 2 | 0 |

# Rincian Perkara Hukum yang Dihadapi Perusahaan

# Details of Legal Cases Faced by The Company

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| 1 | **Sebagai Penggugat**<br>**Perkara No :**<br>**118/Pdt.G/2021/PNJKT.SEL**<br><br>Perkara Wanprestasi PT Alma Madani kepada PERTAMEDIKA IHC QQ RSPP<br><br>Antara<br>PENGGUGAT :<br>PT Pertamina Bina Medika IHC QQ Rumah Sakit Pusat Pertamina Diwakili oleh : Kantor Hukum RISMA SITUMORANG & PARTNERS<br><br>Lawan<br>TERGUGAT :<br>PT Alma Madani | RS PUSAT PERTAMINA | PT Alma Madani tidak melaksanakan kewajibannya (wanprestasi) berupa tidak melaksanakan kewajiban yang telah ditentukan dalam surat sesuai Perjanjian Kerja sama Nomor: 02957/ B00000/2014-S0 tanggal 3 November 2014 dan Addendum No.0014/ B0000/2017-S0 tanggal 4 Januari 2017 | Putusan melalui E-Cort Hakim Pengadilan Negeri Jakarta Selatan tanggal 25 Januari 2022 :<br><br>1. Menyatakan sah dan mengikat Surat Perjanjian No: 02957/ B00000/2014-S8 tanggal 3 November 2014 perihal Kerjasama Operasi Pengelolaan Graha & Auditorium di RSPP dan Addendum Surat Perjanjian Kerjasama Operasi Pengelolaan Graha auditorium RSPP No: 0014/B00000/2017 tanggal 4 Januari 2017 antara PT Pertamina Bina Medika dengan PT Alma Madani;<br>2. Menyatakan sah dan mengikat rekomendasi BPK;<br>3. Menyatakan PT Alma Madani telah melakukan wanprestasi atas pelaksanaan Surat Perjanjian No: 02957/B00000/2014-S8 tanggal 3 November 2014 perihal Kerjasama Operasi Pengelolaan Graha & Auditorium di RSPP Nomor : 0014/ B00000/2017-S8 tanggal 4 Januari 2017 antara PT Pertamina Bina Medika dengan PT Alma Madani;<br><br>Menghukum PT Alma Madani untuk mengganti rugi dan/ atau membayar biaya /nilai bagi hasil dan / atau utang kepada PT Pertamina Bina Medika sebesar Rp.4.482.961.887,- (Empat Milyar Empat Ratus Delapan Puluh Dua Juta Sembilan Ratus Enam Puluh satu Ribu Delapan Ratus Delapan Puluh Tujuh Rupiah) dengan rincian sbb :<br>1. Kewajiban sisa investasi sebesar Rp 549.509.574,- (Lima ratus Empat Puluh Sembilan Juta Lima Ratus Sembilan Ribu Lima ratus Tujuh Puluh Empat Rupiah) ;<br>2. Kewajiban Bagi Hasil, Biaya Listrik/ Air/ telepon/ Air & Pemeliharaan Lift yang belum disetorkan sebesar Rp3.933.452.313,- (Tiga Milyar Sembilan Ratus Tiga Puluh Tiga Juta Empat ratus Lima Puluh Dua Ribu Tiga Ratus Tiga Belas Rupiah) | **Konsultan Hukum Pertamedika Risma Situmorang & Partners**<br><br>**PT Pertamina Bina Medika IHC**<br><br>**Pic: Sunardi** |

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| 1 | **As Plaintiff**<br>**Case No:**<br>**118/Pdt.G/2021/PNJKT.SEL**<br><br>Perkara Wanprestasi Default Case PT Alma Madani to PERTAMEDIKA IHC QQ RSPP<br><br>Between<br>PLAINTIFF:<br>PT Pertamina Bina Medika IHC QQ Pertamina Central Hospital Represented by: RISMA SITUMORANG & PARTNERS Law Office<br><br>Against<br>ACCUSED:<br>PT Alma Madani | Pertamina Central Hospital | PT Alma Madani did not carry out its obligations (default) in the form of not carrying out the obligations specified in the letter in accordance with the Cooperation Agreement Number: 02957/ B00000/2014-S0 dated November 3, 2014 and Addendum No.0014/ B0000/2017-S0 dated January 4, 2017 | Decision via E-Cort Judge of the South Jakarta District Court dated January 25, 2022 :<br><br>1. Declare valid and binding the Letter of Agreement No: 02957/ B00000/2014-S8 dated November 3, 2014 regarding the Operation Cooperation for the Management of Graha & Auditorium at RSPP and Addendum to the Letter of Agreement for the Operation Cooperation for the Management of Graha auditorium RSPP No: 0014/ B00000/2017 dated January 4, 2017 between PT Pertamina Bina Medika and PT Alma Madani;<br>2. Declare the BPK recommendations valid and binding;<br>3. Stating that PT Alma Madani has defaulted on the implementation of the Agreement Letter No: 02957/ B00000/2014-S8 dated November 3, 2014 regarding the Operation Cooperation of Graha & Auditorium Management at RSPP No: 0014/ B00000/2017-S8 dated January 4, 2017 between PT Pertamina Bina Medika and PT Alma Madani;<br><br>Punish PT Alma Madani to compensate and/or pay costs/profit sharing value and/or debt to PT Pertamina Bina Medika amounting to Rp4,482,961,887,- (Four Billion Four Hundred Eighty Two Million Nine Hundred Sixty One Thousand Eight Hundred Eighty Seven Rupiah) with the following details:<br>1. The remaining investment obligation is Rp549,509,574,- (Five hundred and forty-nine million, five hundred and nine thousand, five hundred and seventy-four Rupiah);<br>2. Profit Sharing Obligations, Electricity/Water/Telephone/Water & Elevator Maintenance costs which have not been paid amount to Rp3,933,452,313,- (Three Billion Nine Hundred Thirty Three Million Four Hundred Fifty Two Thousand Three Hundred and Thirteen Rupiah) | **Law consultant Pertamedika Risma Situmorang & Partners**<br><br>**PT Pertamina Bina Medika IHC**<br><br>**Pic: Sunardi** |

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| 2 | **Sebagai Tergugat**<br>**Perkara NO : 754/ PDT.G/2021**<br><br>Perkara Perbuatan melawan Hukum<br>Antara PENGGUGAT PT Alma Madani<br>Lawan TERGUGAT PT PERTAMINA BINA MEDIKA Diwakili oleh : Kantor Hukum RISMA SITUMORANG & PARTNERS | RS PUSAT PERTAMINA | PT Pertamina Bina Medika digugat dengan gugatan perbuatan melawan hukum atas pemutusan air, listrik dan pengumuman yang dipasang oleh PT Pertamina Bina Medika di depan lift Graha RSPP lantai dasar atas pemutusan listrik, air dll terhadap PT Alma Madani | Sudah ada Putusan Hakim Pengadilan Negeri Jakarta Selatan No:754/Pdt.G/2021/PN JKT.SEL yang menyatakan :<br>1. Mengabulkan eksepsi Tergugat (PT Pertamina Bina Medika);<br>2. Menyatakan gugatan Penggugat Konvensi tidak dapat diterima;<br>3. Menyatakan gugatan Penggugat Rekonvensi tidak dapat diterima;<br>4. Menyatakan Eksepsi Litis Pendentis yaitu Perkara yang digugat Penggugat sama dengan Perkara yang saat masih berjalan (Kontra Memori Banding);<br>5. Menyatakan Eksepsi Error in Person. Nama Tergugat yang digugat Penggugat dalam gugatannya adalah salah;<br>6. Menyatakan Eksepsi Obscuur Libel (Gugatan Penggugat kabur). | **Konsultan Hukum Pertamedika Risma Situmorang & Partners** |
| 2 | **As Defendant**<br>**Case NO: 754/PDT.G/2021**<br><br>Cases of Acts Against the Law<br>Between the PLAINTIFF PT Alma Madani<br>AGAINST THE DEFENDANT PT PERTAMINA BINA MEDIKA Represented by: RISMA SITUMORANG & PARTNERS Law Office | Pertamina Central Hospital | PT Pertamina Bina Medika was sued with a lawsuit against the law for cutting off water, electricity and an announcement posted by PT Pertamina Bina Medika in front of the Graha RSPP lift on the ground floor for cutting off electricity, water, etc. against PT Alma Madani | There is already a Decision of the South Jakarta District Court Judge No: 754/ Pdt.G/2021/PN JKT.SEL which states:<br>1. Granting the exception of the Defendant (PT Pertamina Bina Medika);<br>2. Declared the Convention Plaintiff's lawsuit inadmissible;<br>3. Declare the lawsuit of the Reconvention Plaintiff unacceptable;<br>4. Declare the Litis Pendentis Exception, namely the case sued by the Plaintiff is the same as the case that is still running (Counter Appeal Memory);<br>5. Declare Error in Person Exception. The name of the Defendant sued by the Plaintiff in his lawsuit is wrong;<br>6. Declare Exception Obscuur Libel (Plaintiff's lawsuit is vague). | **Law consultant Pertamedika Risma Situmorang & Partners** |
| 3. | PT Alam Madani selaku Pemohon Kasasi Lawan PT Pertamina Bina Medika selaku termohon Kasasi dengan Surat No. W10. U3/2014/HK.02/10/2023 (35) tanggal 26 Oktober 2023 Perihal Pemberitahuan Memori Kasasi No. 118/ Pdt.G/2021/PN.Jkt.Sel, Pengadilan Negeri Jakarta Selatan Kelas 1A Khusus. | RS Pusat Pertamina | Sampai dengan 31 Desember 2023 Perkara pada Tingkat Kasasi masih berjalan | Tanggal 26 Oktober 2023 PN Jakarta Selatan memberikan relaas Pemberitahuan Penyerahan Memori kasasi No.118/ Pdt.G/ 2021/PN.Jkt. Sel. PT Alam Madani selaku Pemohon Kasasi Lawan PT Pertamina Bina Medika selaku termohon Kasasi dengan Surat No.W10.U3/2014/HK.02/10/2023 (35) tanggal 26 Oktober 2023 Perihal Pemberitahuan Memori Kasasi No 118/ Pdt.G/2021/PN.Jkt.Sel, Pengadilan Negeri Jakarta Selatan Kelas 1A Khusus. | **Konsultan Hukum Pertamedika Risma Situmorang & Partners** |
| 3. | PT Alma Madani as the Cassation Petitioner against PT Pertamina Bina Medika as the Cassation respondent with Letter No. W10. U3/2014/HK.02/10/2023 (35) dated October 26, 2023 Regarding Notification of Cassation Memorandum No. 118/Pdt.G/2021/PN.Jkt.Sel, South Jakarta District Court Class 1A Special. | Pertamina Central Hospital | As of December 31, 2023 Cases at the Cassation Level are still ongoing | On October 26, 2023, the South Jakarta District Court gave notice of submission of cassation memorandum No.118/Pdt.G/2021/PN.Jkt. Sel. PT Alma Madani as the Cassation Petitioner against PT Pertamina Bina Medika as the Cassation respondent with Letter No.W10.U3/2014/HK.02/10/2023 (35) dated October 26, 2023 Regarding Notification of Cassation Memorandum No.118/Pdt.G/2021/PN.Jkt.Se, South Jakarta District Court Class 1A Special. | **Law consultant Pertamedika Risma Situmorang & Partners** |

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| 4 | **PT Pertamina Bina Medika IHC**<br>**sebagai Pihak Turut Tergugat**<br><br>PT Manunggal Daya Utama sebagai Tergugat<br><br>Melawan :<br>PT.Fortuna Digital Indonesia (Anis Very Rokhmatun-selaku Direktur) dalam hal ini diwakili oleh Kantor Hukum M Anggun Bagaskoro Malinto & rekan sebagai Penggugat<br><br>Dalam Perkara Gugatan Wanprestasi No 247/ Pdt.G/2023/PN-JKT-SEL, tentang Renovasi Lantai 9 dan 10 RS Pusat Pertamina | RS Pusat Pertamina | 1. Bahwa Tergugat telah melakukan kerja sama dalam hal pekerjaan Proyek Renovasi MCU Lt.9 dan Lantai 10 Gedung Graha Rumah Sakit Pusat Pertamina (RSPP) berdasarkan Surat Mulai Kerja Nomor: 32/MDU-RSPP09-10-JKT/ III/2022 tertanggal 25 Maret 2022 dengan nilai kontrak sebesar Rp. 7.361.520.000 (Tujuh Milyar Tiga Ratus enam puluh saiu Juta Lima Ratus dua Puluh Ribu Rupiah) Untuk 2 (dua) Pekerjaan yang ditandata tangani, oleh kedua pihak Penggugat dan Tergugat<br>2. Bahwa Tergugat dan turut Tergugat telah mengetahui dan terang keterkaitan perjanjian yang diajukan oleh Penggugat dalam hat pekerjaan Proyek Renovasi MCU Lt 9 dan Lantai 10 Gedung Graha Rumah Sakit Pusat Pertamina (RSPP) berdasarkan Surat Mulai Kerja Nomor :32/MOU-RSPP09-10-JKT/III/2022 tertanggal 25 Maret 2022 antara Tergugat dengan Penggugat<br>3. Bahwa dalam pekerjaan tersebut Penggugat sudah mengerjakan sesuai Kesepakatan namun dalam perjalanan Tergugat tidak membayar sisa pembayaran pekerjaan yaitu sebesar Rp.2.567.600.722 (dua milyar lima ratus enam puluh tujuh juta enam ratus ribu tujuh ratus dua puluh dua rupiah ) dan dalam perjalanan selalu ada penambahan pekerjaan dari Tergugat<br>4. Bahwa Tergugat terakhir membayar kepada Penggugat sebesar Rp. 4.793.919 278 (empat milyar tujuh ratus Sembilan puluh tiga sembilan ratus sembilan belas ribu dua ratus tujuh delapan rupiah) dengan rincian sebagai berikut : | Sampai dengan 31 Desember 2023 Perkara masih berjalan dengan agenda pembuktian dan menghadirkan Para Saksi di PN Jakarta Selatan | **PT Pertamina Bina Medika IHC**<br><br>**Bpk : Sunardi** |

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| 4 | **PT Pertamina Bina Medika IHC as a Co-Defendant**<br><br>PT Manunggal Daya Utama as Defendant<br><br>Oppose :<br>PT.Fortuna Digital Indonesia (Anis Very Rokhmatun- as Director) in this case represented by the Law Office of M Anggun Bagaskoro Malinto & colleagues as Plaintiff<br><br>In the Default Lawsuit Case No. 247/ Pdt.G/2023/PN-JKT-SEL, concerning the Renovation of Floors 9 and 10 of Pertamina Central Hospital | Pertamina Central Hospital | 1. That the Defendant has cooperated in terms of the work of the MCU Renovation Project 9th Floor and 10th Floor of the Graha Building of Pertamina Central Hospital (RSPP) based on the Work Start Letter Number: 32/MDU-RSPP09-10-JKT/III/2022 dated March 25, 2022 with a contract value of Rp7,361,520,000 (Seven Billion Three Hundred and Sixty-Six Million Five Hundred and Twenty Thousand Rupiah) for 2 (two) jobs signed, by both the Plaintiff and the Defendant.<br>2. That the Defendant and co-Defendant were aware of and clearly related to the agreement submitted by the Plaintiff in relation to the work of the MCU Renovation Project 9th Floor and 10th Floor of the Graha Building of Pertamina Central Hospital (RSPP) based on the Work Start Letter Number: 32/MOU-RSPP09-10-JKT/III/2022 dated March 25, 2022 between the Defendant and the Plaintiff.<br>3. That in the work the Plaintiff has worked in accordance with the Agreement, but in the course of the Defendant did not pay the remaining payment for the work, namely Rp2,567,600,722 (two billion five hundred sixty-seven million six hundred thousand seven hundred twenty-two rupiah) and in the course of the work there was always additional work from the Defendant.<br>4. That the last Defendant paid the Plaintiff Rp4,793,919 278 (four billion seven hundred ninety three nine hundred nineteen thousand two hundred seven eight rupiah) with the following details: | As of December 31, 2023, the case is still ongoing with the agenda of proving and presenting witnesses at the South Jakarta District Court | **PT Pertamina Bina Medika IHC**<br><br>**Bpk : Sunardi** |

## Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023

Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| | | | a. Invoice Pembayaran sebesar Rp. 3.471.782.748 (Tiga Milyar empat ratus tujuh puluh satu tujuh ratus delapan puluh dua tujuh ratus empat puluh delapan rupiah);<br>b. Biaya material sebesar Rp. 875.636.530 (Delapan ratus tujuh puluh lima juta enam ratus tiga puluh enam ribu lima ratus tiga puluh rupiah);<br>c. Upah Mandor sebesar Rp. 176.500.000 (seratus tujuh enam juta lima ratus ribu rupiah)<br>d. Bahwa sampai saat ini Tergugat belum juga menyelesaikan pembayaran tagihan tersebut. padahal Penggugat telah berulang kali menagihnya baik langsung secara lisan maupun melalui tertulis, namun tetap tidak mau membayarnya, justru terkesan hanya mengulur-ulur waktu saja dan memberikan berbagai macam alasan, padahal cara pembayaran dan pengiriman barang telah disepakati bersama., serta Penggugat juga menyurati ke pihak Turut Tergugat tetapi tidak ditanggapi dan Tergugat tidak melakukan pembayaran sesuai dengan yang telah disepakati bersama sehingga jelas Tergugat telah mengakui adanya belum dibayarkan kepada Penggugat. oleh karena itu Tergugat melakukan ingkar janji atau wanprestasi terhadap Penggugat sebagaimana dimaksud dalam Pasal 1234 KUHPerdata, | | |

**Tabel permasalahan hukum yang dihadapi Perusahaan Tahun 2023**
Table of legal issues faced by the Company in 2023

| NO | PROJECT/ Perkara | USER/ CLIENT | Permasalaha<br>Legal Issue | Status Penyelesaian<br>Completion Status | Person In Charge |
|---|---|---|---|---|---|
| | | | a. Payment invoice amounting to Rp3,471,782,748 (Three billion four hundred seventy one seven hundred eighty two seven hundred forty eight rupiah);<br>b. Material costs amounting to Rp875,636,530 (Eight hundred seventy-five million six hundred thirty-six thousand five hundred thirty rupiah);<br>c. Foreman's wages amounting to Rp176,500,000 (one hundred and seven six million five hundred thousand rupiah)<br>d. That until now the Defendant has not completed the payment of the aforementioned invoice, even though the Plaintiff has repeatedly demanded it either directly orally or in writing, but still does not want to pay it, it just seems to be stalling for time and giving various excuses, even though the method of payment and delivery of goods has been agreed upon, and the Plaintiff also wrote to the Co-Defendant but was not responded to and the Defendant did not make payments in accordance with what was agreed upon, so it is clear that the Defendant has admitted that it has not paid to the Plaintiff. therefore the Defendant made a breach of promise or default against the Plaintiff as referred to in Article 1234 of the Civil Code. | | |

## Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi yang Sedang Menjabat

Selama periode tahun 2023, tidak ada anggota Dewan Komisaris maupun Direksi Perusahaan yang sedang menjabat, memiliki permasalahan hukum, baik perdata maupun pidana.

### Permasalahan Hukum yang Sedang Dihadapi Anak Perusahaan

Selama periode tahun 2023, tidak terdapat permasalahan hukum yang dihadapi oleh Anak Perusahaan Pertamedika IHC.

### Sanksi Administratif yang Dikenakan Kepada Perusahaan, Anggota Dewan Komisaris dan Direksi

Selama tahun 2023, tidak terdapat sanksi administratif material yang mempengaruhi kelangsungan usaha Perusahaan dan juga tidak terdapat sanksi administratif yang dikenakan kepada Perusahaan sebagai organisasi, entitas anak, anggota Direksi maupun anggota Dewan Komisaris oleh Otoritas terkait.

### Legal Issues Currently Faced by the Board of Commissioners and Board of Directors in Office

During the 2023 period, there were no members of the Company's Board of Commissioners or Directors who are currently serving have any legal issues, whether civil or criminal.

### Legal Issues Currently Faced by Subsidiaries

During the 2023 period, there were no legal issues faced by Pertamedika IHC Subsidiaries.

### Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Directors

During 2023, there were no material administrative sanctions that affect the continuity of the Company's business and there will also be no administrative sanctions imposed on the Company as an organization, subsidiary, members of the Board of Directors or members of the Board of Commissioners by the relevant authorities.

# 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 mempengaruhi, membentuk, mengatur, dan melakukan kesesuaian tingkah laku sehingga tercapai keluaran yang konsisten yang sesuai dengan budaya kerja perusahaan dalam mencapai visi dan misinya.

**Pedoman Kode Etik**

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/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.

Selain itu, dengan memiliki *Code of Conduct*, Perseroan telah mewujudkan salah satu komitmennya dalam menerapkan GCG secara konsisten.

## Pokok-Pokok Kode Etik

1. Visi, Misi, Tata Nilai, dan Perilaku Utama Perusahaan
2. Standar Etika Bisnis, mencakup hal-hal sebagai berikut:
   a. Standar etika bisnis dengan *Stakeholders*:
      i) Hubungan dengan Pemerintah
      ii) Hubungan dengan Pemegang Saham
      iii) Hubungan dengan Unit Bisnis/Unit Usaha dan Anak Perusahaan
      iv) Hubungan dengan Masyarakat dan Tanggung Jawab Sosial dan Lingkungan
      v) Hubungan dengan aktivitas politik dan organisasi politik
      vi) Hubungan dengan Media Massa
      vii) Hubungan dengan Serikat Pekerja
      viii) Hubungan dengan Mitra Kerja Sama Operasi
      ix) Hubungan dengan Pelanggan
      x) Hubungan dengan Pesaing
      xi) Hubungan dengan Penyedia Barang dan Jasa
      xii) Hubungan dengan Mitra Kerja
      xiii) Hubungan dengan Kreditur
      xiv) Hubungan dengan Investor
   b. Standar etika bisnis terkait aspek khusus:
      i) Kebijakan Akuntansi dan Keuangan
      ii) Transaksi Afiliasi
      iii) Persaingan Usaha yang Sehat

Pertamedika always prioritizes behavior and Business Ethics (Code of Conduct) as a commitment consisting of the Company's business ethics and voluntary standards of behavior for every Company Personnel which are designed to influence, shape, regulate and carry out conformity of behavior so that consistent output is achieved and accordance with the company's work culture in achieving its vision and mission.

**Code of Conduct Guidelines**

The implementation of the code of ethics carried out by all Pertamedika personnel is guided by the guideline for business behavior and ethics stipulated in the Directors' Decree No: Kpts-1793/A00000/2021-S0 dated December 1, 2021. The guidelines are part of all Company Personnel in carrying out their activities in the Company . 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.

In addition, by having a Code of Conduct, the Company has realized one of its commitments in implementing GCG consistently.

## Principles of the Code of Conduct

1. Vision, Mission, Values and Main Behaviors of the Company
2. Business Ethics Standards, covering:
   a. Business ethics standards with Stakeholders:
      i) Relations with Government
      ii) Relations with Shareholders
      iii) Relations with Business Units/Business Units and Subsidiaries
      iv) Relations with the Community and Social and Environmental Responsibility
      v) Relationship to political activities and political organizations
      vi) Relations with Mass Media
      vii) Relations with Trade Unions
      viii) Relations with Operational Collaboration Partners
      ix) Relationship with Customers
      x) Relationships with Competitors
      xi) Relationships with Goods and Service Providers
      xii) Relationships with Work Partners
      xiii) Relationship with Creditors
      xiv) Relations with Investors
   b. Business ethics standards regarding specific aspects:
      i) Accounting and Financial Policies
      ii) Affiliate Transactions
      iii) Healthy Business Competition

3. Standar tata perilaku mencakup hal-hal berikut:
   a. Standar perilaku terkait hubungan kerja:
      i) Integritas dalam bekerja
      ii) Sikap kerja profesional
      iii) Kesempatan karier yang sama
      iv) Menghindari diskriminasi
      v) Lingkungan kerja yang bebas diskriminasi, pelecehan, perbuatan asusila, Ancaman dan kekerasan.
   b. Standar perilaku terkait aspek khusus:
      i) Integritas dan Komitmen
      ii) Kepatuhan terhadap hukum dan peraturan perundangan
      iii) Kerahasiaan data dan informasi
      iv) Penggunaan komunikasi elektrik
      v) Benturan kepentingan dan penyalahgunaan jabatan
      vi) Gratifikasi
      vii) Aktivitas sosial
      viii) Penyuapan
      ix) Tindak pidana pencucian uang
      x) Penggunaan sosial media
      xi) Keselamatan, Kesehatan kerja, dan lindungan lingkungan (K3LL)
      xii) Penyalahgunaan narkoba terlarang, minuman keras, dan perjudian Pencatatan data, pelaporan, dan dokumentasi
      xiii) Perlindungan dan penggunaan aset Perusahaan
      xiv) Hak atas kekayaan intelektual
4. Pelaksanaan pedoman perilaku dan etika bisnis

## Penegakan Kode Etik

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*).

## 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:

3. Standards of conduct include the following:
   a. Standards of conduct regarding employment relations:
      i) Integrity in work
      ii) Professional work attitude
      iii) Equal career opportunities
      iv) Avoid discrimination
      v) A work environment that is free of discrimination, harassment, immoral acts, threats and violence.
   b. Standards of behavior regarding specific aspects:
      i) Integrity and Commitment
      ii) Compliance with laws and regulations
      iii) Confidentiality of data and information
      iv) Use of electrical communications
      v) Conflict of interest and abuse of position
      vi) Gratuity
      vii) Social activity
      viii) Bribery
      ix) Money laundering crime
      x) Use of social media
      xi) Occupational safety, health and environmental protection (K3LL)
      xii) Abuse of illegal drugs, alcohol and gambling. Data recording, reporting and documentation
      xiii) Protection and use of Company assets
      xiv) Intellectual property rights
4. Implementation of business code of conduct and ethics

## Enforcement of the Code of Conduct

Implementation of this Code of Business Conduct and Ethics (Code of Conduct) is the responsibility of all Company Personnel. The Board of Commissioners and Directors are responsible for implementing this Code of Business Conduct and Ethics (Code of Conduct) within the Company. Vice Presidents, Directors and Business Unit Management, Managers are responsible for implementing this Code of Business Conduct and Ethics (Code of Conduct) within their respective work units. The Board of Directors established and developed the management of the Whistleblowing System, one of whose responsibilities is to receive and handle reports of violations or suspected violations of the provisions of the Code of Business Conduct and Ethics (Code of Conduct).

## Code of Ethics Dissemination

Dissemination is an effort to introduce and disseminate information regarding the Code of Conduct and Business Ethics (Code of Conduct) to all Company Personnel and external parties of the Company with the aim that each individual understands and understands and can implement these guidelines. This socialization is an important stage in implementing the Code of Conduct and Business Ethics. The Company is committed to carrying out socialization effectively and comprehensively with the following provisions:

1. Melakukan sosialisasi Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) kepada seluruh Insan Perseroan dan pihak eksternal Perseroan serta melakukan penyegaran secara berkala.
2. Setiap Pekerja dapat mengakses Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) melalui *website* Pertamedika IHC.
3. Setiap *stakeholders* dapat mengakses Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) melalui *website* Pertamedika IHC.
4. Setiap Pekerja harus menandatangani formulir pernyataan komitmen untuk mematuhi dan melaksanakan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*).
5. 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.
6. Melakukan evaluasi atas pencapaian atau pemahaman kepada Insan Perseroan baik pada masa orientasi maupun masa bekerja.
7. 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*.

## Jumlah Pelanggaran Beserta Sanksi yang Diberikan

Pada tahun 2023, tidak terdapat pelanggaran kode etik dan dengan demikian tidak ada sanksi yang diberikan oleh Perseroan.

1. Disseminate the Code of Conduct and Business Ethics (Code of Conduct) to all Company Personnel and external parties of the Company and carry out regular refreshments.
2. Every employee can access the Code of Conduct and Business Ethics (Code of Conduct) via the Pertamedika IHC website.
3. Every stakeholder can access the Code of Conduct and Business Ethics (Code of Conduct) via the Pertamedika IHC website.
4. Each employee must sign a commitment statement form to comply with and implement the Code of Business Conduct and Ethics (Code of Conduct).
5. Developing an online GCG program system, to make it easier for workers to fill out statements in the form provided which can be accessed via http://app.pertamedika.co.id/cos.
6. Evaluate the achievements or understanding of Company Personnel both during orientation and work.
7. Regularly review the Code of Business Conduct and Ethics (Code of Conduct) in order to develop a Code of Business Conduct and Ethics (Code of Conduct) and if necessary, it can be further explained in various Company policies and regulations. Organizing the socialization of the Code of Conduct and Business Ethics (Code of Conduct) is carried out by the Corporate Secretary and coordinates with the Human Capital function.

## Number of Violations and Sanctions Imposed

In 2023, there was no violations of the code of conduct and thus no sanctions given by the Company.

# 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.

Lingkup pengaduan/penyingkapan yang akan ditindaklanjuti WBS meliputi korupsi, suap, benturan kepentingan, pencurian, kecurangan, melanggar hukum dan peraturan perusahaan.

### 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.

### 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.

Whistleblowing System (WBS) is a system that manages complaints regarding unlawful behavior, unethical/improper acts in a confidential, anonymous and independent manner which was created to optimize the participation of Pertamedika IHC personnel and Working Partners in uncovering violations that occur. occurred in the Pertamedika IHC environment. The mechanism for channeling complaints/disclosures by whistleblowers is basically carried out through formal channels, namely through direct superiors, Business Units and related functions (such as HR, SPI, or Security). However, if the reporter views the means of complaint/disclosure as ineffective or has doubts, then the reporter can channel the complaint/disclosure through the WBS.

The scope of complaints/disclosures that will be followed up by WBS includes corruption, bribery, conflicts of interest, theft, fraud, violating company laws and regulations.

### Whistleblower Protection System

1. In carrying out the follow-up process for each complaint/disclosure, confidentiality, the principle of presumption of innocence and professionalism must be prioritized.
2. The identity of the reporter is guaranteed confidentiality by the Company.
3. The Company guarantees protection for whistleblowers from all forms of threats, intimidation, punishment or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the case complained to any party.
4. This protection also applies to workers carrying out investigations and parties who provide information related to complaints/disclosures.
5. In providing protection, companies can collaborate with the Witness and Victim Protection Agency (LPSKP).
6. Parties who violate the principle of confidentiality will be given heavy sanctions in accordance with the provisions in force at the Company.

### WBS Management

1. CCO, if the reported person is a Pertamedika IHC person other than the CCO, Compliance Team, Board of Commissioners and Directors.
2. Board of Commissioners, if the reported party is the Directors.

3. Direktur Utama, jika terlapor adalah CCO dan pekerja fungsi *Compliance*.
4. Pemegang Saham: jika terlapor adalah Dewan Komisaris.

## 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 *resume*-nya 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:
      i) Ditutup, jika pengaduan tidak memenuhi unsur 3W (*what, where dan when*);
      ii) Ditutup, jika kesimpulan penelaahan awal/klarifikasi tidak mengandung unsur kebenaran;
      iii) 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:
      i) Disampaikan kepada fungsi Internal Audit:
         - Untuk proses pendalaman setelah dilakukan penelaahan awal oleh fungsi *compliance* dan mengandung unsur kebenaran;
         - 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.

3. President Director, if reported is CCO and Compliance function employee.
4. Shareholders: if the reported party is the Board of Commissioners.

## WBS Management Procedures

1. The reporter makes a complaint/disclosure and sends it to the WBS consultant via 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. The WBS consultant receives all complaints/disclosures, records them, and puts them into a standard format which results in:
   a. Contact recipient receipt report
   b. Report according to the category of scope of complaint/disclosure.
   c. Reports outside the category of complaint/disclosure scope
   d. Disclosure report (disclosure report).
3. The WBS Consultant submits a disclosure report in web format to the 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 person is an employee, the compliance function carries out a Pulbaket and creates a resume then presents it to the CCO. Based on the results of the presentation, the CCO decided on follow-up actions:
   a. Forwarded to the relevant function, if the complaint does not involve fraud.
   b. Follow-up on WBS complaint reports:
      i) Closed, if the complaint does not meet the 3W elements (what, where and when);
      ii) Closed, if the conclusion of the initial study/clarification does not contain an element of truth;
      iii) Submitted to the relevant technical directorate and HR directorate for sanctions if the preliminary review/clarification conclusions contain an element of truth.
   c. If the complaint report includes fraud:
      i) Submitted to the Internal Audit function:
         - For the deepening process after an initial review has been carried out by the compliance function and contains an element of truth;
         - Without carrying out an initial review by the compliance function if the internal audit function is conducting an initial review.
            » The compliance function can request assistance but is not limited to the security, bunker & operations compliance (BOC) and Internal Audit functions in the process of following up on complaint reports.

» Fungsi *compliance* dapat bekerja sama dengan eksternal investigator jika substansi pengaduan/penyingkapan terkait dengan citra/reputasi Perusahaan dan/atau menimbulkan kerugian yang besar.
» CCO memonitor pelaksanaan tindak lanjut hasil investigasi WBS yang dilakukan oleh fungsi terkait.

## Jumlah Pengaduan yang Masuk dan Diproses pada Tahun Buku

Sepanjang Tahun 2023, tidak terdapat pengaduan yang masuk.

## Sanksi/Tindak Lanjut atas Pengaduan

Sepanjang Tahun 2023, tidak terdapat sanksi yang perlu ditindaklanjuti.

» The compliance function can cooperate with external investigators if the substance of the complaint/disclosure is related to the Company's image/reputation and/or causes major losses.
» CCO monitors the implementation of follow-up to WBS investigation results carried out by related functions.

## Number of Complaints Received and Processed in the Fiscal Year

Throughout 2023, no complaints were received.

## Sanctions/Follow-Up on Complaints

Throughout 2023, there were no sanctions that need to be followed up.

# PENGENDALIAN GRATIFIKASI
## GRATIFICATION CONTROL

Pertamedika IHC berkomitmen untuk tidak memberi dan menerima hadiah serta gratifikasi. Pernyataan komitmen tersebut secara simbolis tertuang dalam Pedoman Pengendalian Gratifikasi yang diberlakukan melalui Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpsts-001/A00000/2022-SO tanggal 3 Januari 2022 tentang Pedoman Pengendalian Gratifikasi. Komitmen tersebut ditandatangani oleh Dewan Komisaris dan Direksi Pertamedika IHC.

Selain Itu, seluruh Perwira Pertamedika IHC juga menandatangani komitmen untuk turut serta dalam upayapengendalian gratifikasi yang menjadi salah satu poin dalam komitmen kepatuhan Standar Etika Perusahaan, dengan menandatangani Pakta Integritas.

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 Perwira Pertamedika IHC mengenai gratifikasi, memberikan arah dan acuan bagi Perwira Pertamedika IHC 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.

### Pedoman Gratifikasi

Salah satu wujud komitmen Pertamedika IHC terhadap pengendalian gratifikasi di lingkup Pertamedika IHC adalah pemberlakuan pedoman gratifikasi, yang telah diperbarui dan ditetapkan pada 2022 oleh Direktur Utama Pertamedika IHC, sebagaimana telah dijelaskan di atas. Pedoman Gratifikasi, berisi antara lain:

Bab I Pendahuluan
Bab II Impelentasi Kebijakan Gratifikasi
- Implemetnasi
- Sanksi atas Pelanggaran

Bab III Ketentuan Gratifikasi
- Prinsip Dasar
- Ketentuan Mengenai Pemberantasan Tindak Pidana Korupsi dalam Peraturan Perundang-Undangan Republik Indonesia
- Klasifikasi Gratifikai
- Batasan Penerimaan, Pemberian, dan Pemberian atas Permintaan dari Pihak Ketiga

Pertamedika IHC is committed to not giving or receiving gifts and gratuities. This statement of commitment is symbolically contained in the Gratification Control Guidelines which are enforced through the Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpsts-001/A00000/2022-SO dated January 3, 2022 concerning Guidelines for Gratification Control. This commitment was signed by the Board of Commissioners and Directors of Pertamedika IHC.

Apart from that, all Pertamedika IHC officers also signed a commitment to participate in efforts to control gratification, which is one of the points in the commitment to comply with the Company's Ethical Standards, by signing the Integrity Pact.

Gratification control is an important thing to create a work culture and attitude of integrity from all elements of the Company. This gratification control aims to provide direction and reference for IHC Pertamedika Officers regarding gratification, provide direction and reference for IHC Pertamedika Officers regarding compliance and reporting gratification for the protection of themselves and their families from the opportunity of being charged with the crime of bribery, as well as forming an agency/organization environment that be aware and controlled in handling gratification practices so that the principles of openness and accountability in carrying out daily operational and business activities are increasingly implemented.

### Gratification Guidelines

One manifestation of Pertamedika IHC's commitment to controlling gratuities within the scope of Pertamedika IHC is the implementation of gratification guidelines, which have been updated and established in 2022 by the President Director of Pertamedika IHC, as explained above. Gratification Guidelines, containing, among other things:

Chapter I Introduction
Chapter II Implementation of Gratification Policy
- Implementation
- Sanctions for Violations

Chapter III Provisions for Gratification
- Basic principles
- Provisions Concerning the Eradication of Corruption Crimes in the Legislation of the Republic of Indonesia
- Gratificai Classification
- Limitations on Acceptance, Giving, and Giving at Requests from Third Parties

Bab IV Pengendalian dan Sanksi Gratifikasi
Laporan Gratifikasi
Media Pelaporan Gratifikasi
Sanksi
Ketentuan Lain

Untuk memastikan bahwa Pedoman Gratifikasi diketahui oleh seluruh Perwira Pertamedika IHC dan Pihak Ketiga, maka Perwira Pertamedika IHC untuk melakukan hal-hal sebagai berikut:

1. Mencantumkan larangan pemberian/ penerimaan hadiah/ cinderamata dan hiburan pada setiap pengumuman dalam proses pengadaan barang/ jasa di lingkungan Pertamedika IHC, dengan merujuk pada Pedoman ini;
2. Fungsi *Legal, Governance* & *Compliance* dan *Corporate Communication* Pertamedika IHC ditugaskan untuk secara terus menerus memberikan informasi kepada seluruh Perwira Pertamedika IHC, Pihak Ketiga dan pihak-pihak lainnya mengenai diberlakukannya Pedoman ini di lingkungan Pertamedika IHC;
3. Fungsi *Procurement* dan Fungsi logistik masing-masing Unit Usaha di lingkungan Pertamedika IHC ditugaskan untuk menyampaikan Pedoman ini kepada seluruh pihak terkait daaam *supply chain* di lingkungan Pertamedika IHC, dalam hal ini termasuk namun tidak terbatas pada penyedia barang/ jasa, agen, distributor dan pelanggan serta *stakeholder* lainnya;
4. Memberikan informasi yang jelas kepada pihak manapun yang berkeinginan mengetahui isi Pedoman ini;
5. Menugaskan kepada Fungsi IT bersama *Legal, Governance* & *Compliance* untuk membangun system implementasi Pedoman ini hingga ke Unit Usaha Pertamedika IHC;
6. *Chief Compliance Officer* ditugaskan memonitor penerapan Pedoman ini dan memberikan laporan secara berkala setiap 6 (enam) bulan sekali kepada Direktur Utama mengenai implementasinya termasuk laporan-laporan yang telah diterima terkait dengan Gratifikasi.

## Upaya Pengendalian Gratifikasi

Dalam implementasi pengendaliannya, Perseroan melakukan upaya, antara lain:

1. Membangun sarana pelaporan gratifikasi bagi para Wajib Profil Perusahaan *Company Profile* 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*.

## Unit Pengendali Gratifikasi

Unit Pengendali Gratifikikasi (UPG) Pertamedika IHC dibentuk dengan fungsi-fungsi sebagai berikut:

1. Menyiapkan perangkat aturan terkait penerapan dan pengendalian praktik Gratifikasi di lingkungan Pertamedika IHC;

Chapter IV Gratification Control and Sanctions
Gratification Report
Gratification Reporting Media
Penalty
Other Terms

To ensure that the Gratification Guidelines are known to all Pertamedika officers IHC and Third Parties, the Pertamedika IHC Officer must do the following:

1. Include a prohibition on giving/receiving gifts/souvenirs and entertainment in every announcement in the process of procuring goods/services within Pertamedika IHC, with reference to these Guidelines;
2. The Legal, Governance & Compliance and Corporate Communication functions of Pertamedika IHC are assigned to continuously provide information to all Pertamedika IHC officers, third parties and other parties regarding the implementation of this Guideline within Pertamedika IHC;
3. The Procurement Function and Logistics Function of each Business Unit within Pertamedika IHC is assigned to convey this Guide to all parties involved in the supply chain within Pertamedika IHC, in this case including but not limited to providers of goods/services, agents, distributors and customers and other stakeholders;
4. Provide clear information to any party who wishes to know the contents of this Guide;
5. Assign the IT Function together with Legal, Governance & Compliance to build a system for implementing these Guidelines down to the Pertamedika IHC Business Unit;
6. The Chief Compliance Officer is tasked with monitoring the implementation of this Guideline and providing regular reports every 6 (six) months to the President Director regarding its implementation, including reports that have been received regarding Gratifications.

## Gratification Control Efforts

In implementing its controls, the Company makes efforts, including:

1. Establish a gratification reporting facility for Company Profile Mandatory Company Profile Reports, which is realized in the form of a Compliance Online System (COS) which is integrated with the intranet system, making it easier for workers to make gratification reports.
2. Enact Gratification Guidelines
3. Establish a Gratification Control Unit (UPG) which is implemented by the Compliance function.

## Gratification Control Unit

The Pertamedika IHC Gratification Control Unit (UPG) was formed with the following functions:

1. Prepare a set of rules related to the implementation and control of Gratification practices within Pertamedika IHC;

2. Menyiapkan perangkat kerja dan fasilitas terkait pengendalian praktik Gratifikasi, baik dari penerimaan laporan Gratifikasi sampai dengan pengiriman. Surat Keputusan Peruntukan Benda Gratifikasi kepada Penerima dan/ atau Pelapor serta penyimpanan bukti penyetoran uang yang diterima dari Gratifikasi apabila diputuskan Benda Gratifikasi tersebut menjadi milik Negara;
3. Melakukan pengambilan data atas laporan Gratifikasi melalui *compliance online system* dan mengirimkan kepada UPG Pertamina dan fungsi Internal Audit serta menindaklanjuti laporan Gratifikasi yang sudah ada keputusan peruntukan barang Gratifikasi yang diterima melalui UPG Pertamina kepada pelapor;
4. Menerima uang yang diserahkan oleh Pelapor dan/ atau Penerima yang diterima dari Gratifikasi dan menitipkannya kepada Direktorat Keuangan Perusahaan untuk disimpan, serta menyerahkannya/ menyetorkannya kepada UPG Pertamedika IHC setelah ada Surat Keputusan Peruntukan Benda Gratifikasi;
5. Mensosialisasikan kebijakan terkait Gratifikasi kepada Pihak Ketiga, masyarakat pada umumnya dan para *stakeholders*;
6. Bersama Internal Audit Pertamedika IHC bila diminta, melakukan penerimaan laporan penerimaan Benda Gratifikasi, melakukan pemilahan kategori Gratifikasi dan memproses laporan Gratifikasi dalam kedinasan dan bukan Gratifikasi dari Wajib Laper Gratifikasi;
7. Bersama Internail Audit bila diminta Melaksanakan mekanisme Saluran Pelaporan Pengaduan (*Whistleblowing System*/ WBS);
8. Melakukan evaluasi bersama-sama UPG Pertamedika IHC atas efektivitas dari kebijakan terkait Gratifikasi dan pengendaliannya di lingkungan Pertamedika IHC;
9. Memberikan informasi dan data terkait perkembangan sistem pengendalian Gratifikasi kepada manajemen Pertamedika IHC dan Fungsi *Compliance* Pertamina yang dapat digunakan sebagai salah satu *management tools*;
10. Menindaklanjuti laporan dari Internal Audit Pertamedika IHC terkait dugaan praktik Gratifikasi yang berasal dan/ atau bersumber dari WBS, Instansi yang berwenang dan/ atau informasi yang diperoleh dari masyarakat.

2. Prepare work equipment and facilities related to controlling Gratification practices, from receiving Gratification reports to delivery. Decree on Allocation of Gratification Objects to Recipients and/or Reporting Parties as well as storage of proof of deposit of money received from Gratification if it is decided that the Gratification Objects become State property;
3. Collect data on Gratification reports through the online compliance system and send them to UPG Pertamina and the Internal Audit function and follow up on Gratification reports where there is a decision on the allocation of Gratification goods received through UPG Pertamina to the reporter;
4. Receive the money handed over by the Reporting Party and/or the Recipient received from Gratification and entrust it to the Directorate of Company Finance for safekeeping, and hand it over/deposit it to UPG Pertamedika IHC after a Decree on Allocation of Gratification Objects is issued;
5. Socialize policies related to Gratification to Third Parties, society in general and stakeholders;
6. Together with Pertamedika IHC Internal Audit, if requested, receive reports on receipt of Gratification Objects, sort Gratification categories and process reports of Gratifications in the service and non-Gratifications from Compulsory Gratification Applicants;
7. Together with Internal Audit, if requested, implement a Complaint Reporting Channel (Whistleblowing System/ WBS) mechanism;
8. Conduct a joint evaluation with UPG Pertamedika IHC on the effectiveness of policies related to Gratification and its control within Pertamedika IHC;
9. Provide information and data related to the development of the Gratification control system to Pertamedika IHC management and the Pertamina Compliance Function which can be used as a management tool;
10. Following up on reports from Pertamedika IHC Internal Audit regarding alleged gratification practices originating and/or sourced from WBS, authorized agencies and/or information obtained from the public.

# KEBIJAKAN ANTISUAP DAN KORUPSI
## ANTI-BRIBERY AND CORRUPTION POLICY

PT Pertamina Bina Medika IHC senantiasa berupaya untuk memenuhi ketentuan perundangan yang berlaku serta menerapkan praktik bisnis yang bersih serta bebas KKN. Oleh karena itu, dalam rangka menjalankan Perusahaan yang bersih dari praktik penyuapan, bebas dari Kolusi, Korupsi dan Nepotisme, serta mendukung penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) kepada pemangku kepentingan, Perwira Pertamedika IHC, mitra usaha/ mitra kerja, pelanggan dan afiliasi terkonsolidasi dan *stake holders,* Perusahaan memberlakukan Pedoman Antipenyuapan yang ditetapkan melalui Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts: 1162 /A00000/2022-SO tanggal 22 Juli 2022 tentang Penetapan Pedoman Sistem Manajemen Anti Penyuapan. Pedoman Sistem Manajemen Anti Penyuapan Pertamedika IHC berbasis pada klausul-klausul ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan.

Pedoman tersebut juga diberlakukan untuk memastikan terlaksananya program-program anti penyuapan yang harus dijalankan secara rutin, seperti perencanaan anti penyuapan, sosialisasi/*awareness*, pemantauan dan pengukuran kinerja anti penyuapan, audit internal sistem manajemen anti penyuapan dan rapat-rapat tinjauan manajemen sistem manajemen anti penyuapan sehingga strategi dan kebijakan anti penyuapan perusahaan berjalan dengan baik dan berkelanjutan.

PT Pertamina Bina Medika IHC always strives to comply with applicable legal provisions and implement clean business practices that are free from KKN. Therefore, in order to run a Company that is free from bribery practices, free from Collusion, Corruption and Nepotism, as well as supporting the implementation of Good Corporate Governance (GCG) to stakeholders, Pertamedika IHC officers, business partners/ work partners , customers and consolidated affiliates and stakeholders, the Company enforces the Anti-Bribery Guidelines stipulated in the Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts: 1162 /A00000/2022-SO dated July 22, 2022 concerning Determination of Anti-Bribery Management System Guidelines. The Pertamedika IHC Anti-Bribery Management System Guidelines are based on the clauses of ISO 37001:2016 concerning Anti-Bribery Management Systems.

These guidelines are also implemented to ensure the implementation of anti-bribery programs which must be carried out routinely, such as anti-bribery planning, outreach/awareness, monitoring and measuring anti-bribery performance, internal audits of the anti-bribery management system and management review meetings of the anti-bribery management system. so that the company's anti-bribery strategies and policies run well and are sustainable.

## Upaya Pengendalian Anti Penyuapan dan Korupsi

Perusahaan senantiasa melakukan penerapan pengendalian anti penyuapan, baik pengendalian keuangan maupun non-keuangan, sesuai dengan hasil penilaian risiko yang bernilai tinggi. Beberapa tindakan pengendalian yang dilakukan adalah sebagaimana berikut namun tidak terbatas kepada:

1. Pengendalian Keuangan:
   a. Menerapkan tingkat berjenjang sesuai kewenangan untuk persetujuan pembayaran (sehingga transaksi yang lebih besar memerlukan persetujuan manajemen yang lebih senior);
   b. Memverifikasi penerima pembayaran dan pekerjaan atau jasa yang ditunjuk telat disetujui oleh mekanisme organisasi yang relevan;
   c. Membutuhkan setidaknya dua tanda tangan pada persetujuan pembayaran;
   d. Membutuhkan dokumen pendukung yang sesuai untuk dilampirkan pada persetujuan pembayaran;
   e. Membatasi penggunaan pembayaran tunai dan menerapkan metode pengendalian pembayaran tunai yang efektif;

## Anti-Bribery and Corruption Control Efforts

The Company always implements anti-bribery controls, both financial and non-financial controls, in accordance with the results of high-value risk assessments. Some of the control measures carried out are as follows but are not limited to:

1. Financial Control:
   a. Implement tiered levels of authority for payment approval (so that larger transactions require more senior management approval);
   b. Verify payment recipients and designated work or services are late approved by relevant organizational mechanisms;
   c. Requires at least two signatures on payment approval;
   d. Require appropriate supporting documents to be attached to the payment agreement;
   e. Limit the use of cash payments and implement effective cash payment control methods;

f. Membutuhkan kategori pembayaran dan deskripsi rekening yang akurat dan jelas;
g. Menerapkan tinjauan manajemen secara periodik dari transaksi keuangan yang signifikan;
h. Menerapkan audit keuangan independen dan perubahannya secara berkala, secara
i. reguler, audit dilakukan.

2. Pengendalian Non-keuangan:
   a. Menggunakan kontraktor, sub kontraktor, pemasok dan konsultan yang disetujui, telah melalui proses pra kualifikasi;
   b. Membutuhkan setidaknya dua orang untuk mengevaluasi lelang dan menyetujui pemenang kontrak;
   c. Menerapkan pemisahan tugas, sehingga personel yang menyetujui penempatan kontrak berbeda dengan yang meminta penempatan kontrak dan berasal dari departemen atau fungsi yang berbeda;
   d. Membutuhkan tanda tangan sedikitnya dua orang pada kontrak, dan pada dokumen yang menyebabkan perubahan kontrak;
   e. Menempatkan tingkat manajemen yang lebih tinggi untuk mengawasi transaksi penyuapan yang berpotensi tinggi;
   f. Melindungi integritas lelang dan informasi sensitif mengenai harga, dengan membatasi akses ke orang yang sesuai;
   g. Menerapkan sistem berbasis teknologi informasi.

Perusahaan mengendalikan proses alih daya sehingga bersih dari praktik penyuapan dari KKN, melalui hal-hal sebagai berikut:

1. Memastikan seleksi badan hukum penyedia layanan alih daya dilakukan melalui ketentuan pengadaan yang berlaku.
2. Dilakukannya sosialisasi serta penandatanganan komitmen kepada tenaga kerja alih daya terkait dengan larangan terhadap praktik penyuapan dan KKN, serta senantiasa melaporkan jika ditemui praktik penyuapan atau kecurigaan terhadap penyuapan melalu kanal WBS yang tersedia.
3. Dilakukannya pemantauan yang efektif terhadap aktivitas kegiatan alih daya, sehingga pencegahan terhadap praktik penyuapan dapat dilakukan sedini mungkin.

Perusahaan juga senantiasa memastikan agar rekanan pihak ke-3 (vendor, pemasok, kontraktor) melakukan tindakan proaktif terhadap penyuapan dengan cara menerapkan segala ketentuan anti penyuapan sebagaimana yang disyaratkan saat pendaftaran rekanan. Pemastian ini dilakukan dengan cara inspeksi mendadak atau audit pihak ke-3.

f. Require accurate and clear payment categories and account descriptions;
g. Implement periodic management reviews of significant financial transactions;
h. Implement independent financial audits and changes thereto periodically, regularly
i. regular, audits are conducted.

2. Non-financial Controls:
   a. Using approved contractors, sub-contractors, suppliers and consultants who have gone through a pre-qualification process;
   b. Requires at least two people to evaluate the auction and agree on the contract winner;
   c. Implement separation of duties, so that personnel who approve contract placements are different from those who request contract placements and come from different departments or functions;
   d. Require the signatures of at least two people on the contract, and on documents that cause changes to the contract;
   e. Place a higher level of management to supervise high potential bribery transactions;
   f. Protect the integrity of auctions and sensitive price information, by limiting access to appropriate persons;
   g. Implementing an information technology-based system.

The company controls the outsourcing process so that it is free from bribery practices from KKN, through the following matters:

1. Ensure that the selection of legal entities providing outsourcing services is carried out through applicable procurement provisions.
2. Carrying out socialization and signing commitments to outsourced workers regarding the prohibition of bribery and KKN practices, as well as always reporting if bribery practices or suspicions of bribery are found through the available WBS channels.
3. Effective monitoring of outsourcing activities is carried out, so that prevention of bribery practices can be carried out as early as possible.

The company also always ensures that 3rd party partners (vendors, suppliers, contractors) take proactive action against bribery by implementing all anti-bribery provisions. bribery as required during partner registration. This assurance is carried out by surprise inspection or 3rd party audit.

Jika pengendalian-pengendalian tersebut di atas telah dilakukan namun masih terjadi tindakan penyuapan, maka Perusahaan juga memastikan agar dilakukan hal-hal sebagaimana berikut:

1. Melakukan terminasi terhadap personel Perusahaan yang terbukti secara sah dari meyakinkan sesuai dengan ketentuan yang berlaku, melakukan tindak pidana penyuapan yang melibatkan Perusahaan.
2. Melakukan terminasi hubungan rekanan bisnis, jika rekanan bisnis terbukti secara sah dan meyakinkan sesuai dengan ketentuan yang berlaku, melakukan tindak pidana penyuapan yang melibatkan Perusahaan.
3. Melakukan penghentian sementara aktivitas/pekerjaan yang sedang dilakukan, di mana ditemukan tindak pidana penyuapan, untuk lebih memberikan keleluasaan terhadap proses investigasi, penyelidikan, dan/atau penyidikan yang berlangsung.

## Upaya Komunikasi dan Sosialisasi Anti Penyuapan dan Korupsi

Pertamedika IHC melakukan komunikasi dan/atau komunikasi dengan seluruh pemangku kepentingan untuk memastikan bahwa seluruh pihak yang terlibat dalam pelaksanaan pekerjaan telah mengetahui dan memahami penerapan Sistem Manajemen Anti Penyuapan yang berhubungan dengan aktivitas kerja, di antaranya meliputi beberapa hal berikut:

1. Potensi Risiko Penyuapan pada pelaksanaan pekerjaan dan operasional PT Pertamina Bina Medika IHC.
2. Pengendalian Risiko Penyuapan.
3. Proses komunikasi, partisipasi, dan konsultasi diatur di dalam mekanisme Komunikasi Partisipasi, dan Konsultasi yang ditetapkan Perusahaan.

If the controls mentioned above have been carried out but bribery still occurs, the Company also ensures that the following things are carried out:

1. Terminate Company personnel who are legally proven to have been convinced in accordance with applicable regulations to have committed a criminal act of bribery involving the Company.
2. Terminate the business partner relationship, if the business partner is legally and convincingly proven in accordance with applicable regulations to have committed a criminal act of bribery involving the Company.
3. Temporarily suspend activities/work that is being carried out, where a criminal act of bribery is found, to provide more flexibility for the ongoing investigation, inquiry and/or inquiry process.

## Anti-Bribery and Corruption Communication and Socialization Efforts

Pertamedika IHC communicates and/or communicates with all stakeholders to ensure that all parties involved in the implementation of work know and understand the implementation of the Anti-Bribery Management System related to work activities, including the following:

1. Potential Risk of Bribery in the implementation of work and operations of PT Pertamina Bina Medika IHC.
2. Bribery Risk Control.
3. The communication, participation and consultation process is regulated in the Communication Participation and Consultation mechanism established by the Company.

| No | Sasaran<br>Target | Indikator Penilaian<br>Assessment Indicators | Target dalam Satu Tahun<br>Target in One Year | Periode Pengukuran<br>Measurement Period | Penanggung Jawab Pengukuran<br>Person in Charge of Measurement |
|---|---|---|---|---|---|
| 1 | **Tingkat Kesadaran Karyawan terkait Sistem Manajemen Anti Penyuapan**<br>Employee Awareness Level regarding the Anti-Bribery Management System | **Hasil Survey Kesadaran SMAP**<br>SMAP Awareness Survey Results | **100%** | **Semester** | **Fungsi Kepatuhan Anti Penyuapan**<br>Anti-Bribery Compliance Function |
| 2 | **Tingkat Kemutakhiran Register Risiko Penyuapan**<br>Update Level of Bribery Risk Register | **Register Risiko Penyuapan termutakhirkan sesuai waktu yang ditentukan**<br>The Bribery Risk Register is updated according to the specified time | **100%** | **Tahunan**<br>Annual | **Fungsi Kepatuhan Anti Penyuapan**<br>Anti-Bribery Compliance Function |
| 3 | **Tingkat Ketepatan Waktu Pelaporan Gratifikasi**<br>Level of Timeliness of Gratification Reporting | **Waktu pelaporan gratifikasi maksimum 30 hari sesuai dengan peraturan yang berlaku**<br>The maximum gratification reporting time is 30 days in accordance with applicable regulations | **100%** | **Semester** | **Fungsi Kepatuhan Anti Penyuapan**<br>Anti-Bribery Compliance Function |
| 4 | **Jumlah Perkara Hukum terkait Penyuapan dan Korupsi yang punya keputusan hukum (Inkra) setelah upaya hukum tertinggi di lingkungan kantor pusat**<br>The number of legal cases related to bribery and corruption that have received legal decisions (Inkra) after legal efforts is the highest in the head office environment | **Jumlah perkara hukum terkait penyuapan dan korupsi per tahun yang melibatkan Perusahaan (Kantor Pusat)**<br>Number of legal cases related to bribery and corruption per year involving the Company (Head Office) | **0** | **Tahunan**<br>Annual | **Fungsi Legal**<br>Legal Function |
| 5 | **Tingkat uji kelayakan anti penyuapan**<br>Level of anti-bribery due diligence | **Uji kelayakan (due diligent) telah dilakukan pada karyawan baru, rekanan bisnis baru, perencanaan proyek baru, dan/atau perencanaan bisnis baru**<br>Due diligence has been carried out on new employees, new business partners, new project planning, and/or new business planning | **100%** | **Setiap pelantikan dan pengangkatan pejabat baru menandatangani Pakta Integritas**<br>Every inauguration and appointment of new officials signs an Integrity Pact | **Fungsi yang Relevan**<br>Relevant Functions |
| 6 | **Jumlah temuan major audit sertifikasi SMAP**<br>Number of major audit findings of SMAP certification | **Jumlah temuan major audit sertifikasi SMAP, baik sertifikasi awal, surveillance maupun resertifikasi**<br>Number of findings from major SMAP certification audits, both initial certification, surveillance and recertification | **0** | **Tahunan**<br>Annual | **Fungsi Kepatuhan Anti Penyuapan**<br>Anti-Bribery Compliance Function |

## Pelaporan dan Investigasi

Perusahaan menyediakan sistem pelaporan untuk bagi para pihak (baik pihak internal maupun pihak eksternal) untuk memberikan pelaporan terhadap peristiwa penyuapan/dugaan penyuapan dan korupsi melalui mekanisme *Whistleblowing System* (WBS) atau pelaporan pelanggaran sebagaimana telah dijelaskan pada pembahasan WBS.

| Perencanaan Pencapaian Sasaran<br>Goal Achievement Planning | | | | |
|---|---|---|---|---|
| **Mekanisme Pelaporan**<br>Reporting Mechanism | **Sumber Daya yang Digunakan**<br>Resources Used | **Rencana Kerja untuk Memastikan Pencapaian**<br>Work Plan to Ensure Achievement | **Sanksi Terkait Ketidaktercapaian Sasaran**<br>Sanctions Related to Non-Achievement of Targets | **Pemberi Sanksi**<br>Sanctioner |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Aplikasi/Layanan Survey *Online***<br>Online Survey Application/ Service | ***Awareness* Anti Penyuapan dan Anti Korupsi dilakukan 1 kali per semester**<br>Anti-Bribery and Anti-Corruption Awareness is carried out once per semester | **Pihak-pihak yang tingkat kesadarannya dibawah target akan diumumkan secara terbuka**<br>Parties whose awareness level is below the target will be announced transparently | **Direktur yang Terkait**<br>Related Directors |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Sistem Manajemen Risiko**<br>Risk Management System | **Sesuai dengan rencana unit kerja KMR terkait Pemutakhiran *Register* Risiko**<br>In accordance with the KMR work unit plan regarding updating the risk register | **Bagi Satuan Kerja yang terlambat akan dilaporkan ke Pimpinan**<br>Work Units that are late will be reported to the Leadership | **Direktur yang Terkait**<br>Related Directors |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Sistem Pelaporan Gratifikasi melalui COS**<br>Gratification Reporting System via COS | **Kampanye Anti Gratifikasi dilakukan 1 kali per semester**<br>The Anti-Gratification Campaign is carried out once per semester | **Pihak yang terlambat melaporkan gratifikasi akan dilaporkan ke Pimpinan**<br>Parties who are late in reporting gratuities will be reported to the Leadership | **Direktur yang Terkait**<br>Related Directors |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Media koordinasi seperti Nota Dinas dan *e-mail***<br>Coordination media such as official notes and e-mail | ***Awareness* Anti Penyuapan dan Anti Korupsi dilakukan 1 kali per tahun**<br>Anti-Bribery and Anti-Corruption Awareness is carried out once per year | **Pihak yang secara sah dan meyakinkan terlibat dalam perkara hukum terkait penyuapan dan korupsi akan dikeluarkan dari Perusahaan**<br>Parties who are legally and convincingly involved in legal cases related to bribery and corruption will be terminated from the Company | **Direktur Utama**<br>President Director |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Media yang digunakan untuk rekrutmen pegawai, pendaftaran rekanan bisnis, *project plan*, *business* FS *plan***<br>Media used for employee recruitment, business partner registration, project plans, business FS plans | **Memastikan bahwa *due diligent* terkait karyawan baru, rekanan bisnis baru, perencanaan proyek baru, dan/atau perencanaan bisnis baru terdokumentasikan dengan baik dan dilakukan sesuai prosedur dan kriteria yang berlaku**<br>Ensure that due diligence regarding new employees, new business partners, new project planning, and/or new business planning is well documented and carried out in accordance with applicable procedures and criteria | **Bagi Satuan kerja terkait yang tidak mencapai target minimal uji kelayakan akan dilaporkan ke Pimpinan**<br>Related work units that do not achieve the minimum target for the feasibility test will be reported to the Leaders | **Direktur yang Terkait**<br>Related Directors |
| **Disampaikan pada Tinjauan Manajemen SMAP**<br>Presented at SMAP Management Review | **Mekanisme pemastian kepatuhan SMAP berbasis ISO 37001 melalui audit internal dan tinjauan manajemen**<br>The mechanism for ensuring ISO 37001-based ABMS compliance is through internal audits and management reviews | **Memastikan perencanaan kegiatan SMAP tahunan seperti audit internal dan tinjauan manajemen**<br>Ensure planning of annual ABMS activities such as internal audits and management reviews | **Temuan major berdampak terhadap KPI (kinerja) Fungsi Kepatuhan Anti Penyuapan serta Divisi di mana temuan itu terjadi**<br>Major findings have an impact on the KPI (performance) of the Anti-Bribery Compliance Function as well as the Division where the finding occurred | **Direktur yang Terkait**<br>Related Directors |

## Reporting and Investigation

The company provides a reporting system for parties (both internal and external parties) to provide reports on incidents of bribery/suspected bribery and corruption through the Whistleblowing System (WBS) mechanism or reporting violations as explained in the WBS discussion.

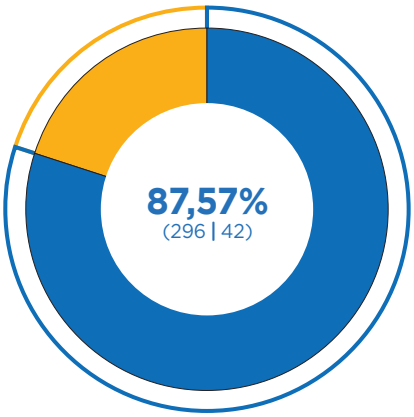
# LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

## STATE ADMINISTRATORS ASSET REPORT

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. *Good Corporate Governance* 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:

In principle, the State Administrator's Assets Report (LHKPN) is a report that must be submitted by state officials regarding the assets they own when they first take office and when they retire. Good Corporate Governance LHKPN at Pertamedika IHC is carried out in accordance with the provisions of the President Director of PT Pertamina (Persero) SK No. 70/ C00000/2017-S0 dated November 30, 2017 concerning the Obligation to Submit Wealth Reports of State Administrators (LHKPN) which was then ratified with the issuance of the Decree of President Director of PT Pertamina Bina Medika IHC Number Kpts-1161/ A00000/2018 dated August 2, 2018.. The following recapitulation of submission of Mandatory Company Reports:

**Persentase Pelaporan**
Reporting Percentage




Sudah Lapor
Reported

Belum Lapor
Not Reported Yet

**Persentase Ketepatan**
Accuracy Percentage

Tepat Waktu
On time

| Sudah Lapor<br>Reported | Belum Lapor<br>Not Reported Yet | Wajib Lapor<br>Compulsory Reporting | Tepat Waktu<br>On time | Sudah Lapor<br>Reported |
|---|---|---|---|---|
| 296 | 42 | 338 | 296 | 296 |

**Pengungkapan Penyampaian LHKPN Pejabat Pertamedika IHC Tahun 2023**
Disclosure of LHKPN Submission by Pertamedika IHC Officials Year 2023

| Uraian<br>Description | Jumlah<br>Total |
|---|---|
| **Jumlah Wajib Lapor**<br>Total Mandatory Reports | 338 |
| **Sudah Lapor**<br>Reported | 296 |
| **Belum Lapor**<br>Not Reported Yet | |
| **Persentase Ketepatan Waktu**<br>Not Reported Yet | 100% |

# BENTURAN KEPENTINGAN
## CONFLICT OF INTEREST

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.

### 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-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.

### 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:

1. Dilarang melakukan transaksi dan/atau menggunakan harta perusahaan untuk kepentingan pribadi, keluarga, atau golongan.
2. 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.
3. Dilarang menerima dan/atau memberi barang/parcel/ uang/ setara uang atau dalam bentuk apa pun pada hari raya keagamaan.
4. Dilarang mengizinkan mitra kerja atau pihak ketiga memberikan sesuatu dalam bentuk apapun kepada sekelompok Insan Perseroan dan/atau di luar Insan Perseroan.
5. 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.

In carrying out its business activities, Pertamedika realizes the importance of a firm attitude towards handling Conflicts of Interest that occur in the Company, so that good Company management can be created, as well as harmonious relationships with all Stakeholders and other parties in implementing cooperation and interactions with the Company.

### Conflict of Interest Guidelines

The implementation of preventing conflicts of interest in the Company refers to the Conflict of Interest Guidelines based on Decree No: Kpts-1788/A00000/2021-SO dated 1 December 2021, which is an inseparable part of the GCG (Good Corporate Governance) Guidelines. Through the Conflict of Interest Guidelines, it is hoped that all business activities in the Company will always be carried out in a trustworthy, transparent and accountable manner.

### Basic principles

Conflict of Personal, Family and/or Group Interests:
All Company Personnel outside members of their family (nuclear family) who, because of their position, if they encounter a potential or condition/situation of Conflict of Interest are PROHIBITED from continuing their activities/ carrying out the obligations of their position. In implementing potential or conditions/situations of conflict of interest, Company Personnel:

1. Are prohibited to carry out transactions and/or use company assets for personal, family or group interests.
2. Are prohibited to accept and/or give gifts/benefits in any form related to one's position in the company from work partners, providers of goods and services and competing companies of partners/work partners.
3. Are prohibited to receive and/or give goods/parcels/ money/money equivalent or in any form on religious holidays.
4. Are prohibited to allow work partners or third parties to provide anything in any form to a group of Company Personnel and/or outside the Company Personnel.
5. Are prohibited to accept refunds and other personal benefits that are excessive and/or not their rights from the hotel or any other party in the context of official duties or things that could give rise to a potential conflict of interest.

6. 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.
7. Dilarang memanfaatkan informasi rahasia dan data bisnis perusahaan untuk kepentingan di luar perusahaan.
8. Dilarang terlibat langsung atau tidak langsung dalam pengelolaan perusahaan pesaing dan/atau perusahaan mitra atau calon mitra lainnya.
9. 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.
10. Membuat pernyataan potensi benturan kepentingan apabila mempunyai hubungan keluarga sedarah dalam hubungan keluarga inti dengan anggota Direksi dan/atau anggota Dewan Komisaris.

### Proses Laporan

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.

### 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 2023, tidak ditemukan adanya kasus maupun pengaduan terkait adanya praktik benturan kepentingan yang dilakukan oleh pejabat dan karyawan Pertamedika.

6. Are prohibited to act in a discriminatory or unfair manner to win over providers of goods/services to certain partners/partners with the intention of receiving compensation for services for personal, family and/or group interests.
7. Are prohibited to use confidential information and company business data for purposes outside the company.
8. Are prohibited to be involved directly or indirectly in the management of competing companies and/or partner companies or other potential partners.
9. Are prohibited, whether directly or indirectly, to intentionally participate in contracting, procurement or rental, which at the time the act is carried out, is wholly or partially assigned to manage or supervise it.
10. Make a statement of potential conflict of interest if you have blood relations in the nuclear family with members of the Board of Directors and/or members of the Board of Commissioners.

### Report Process

Company personnel or third parties who become aware of any violation of the provisions contained in this guideline, must immediately report the violation in accordance with the provisions applicable to the company or report it via the Whistleblowing System (WBS) channel. The Company guarantees that the reporting process carried out by Company Personnel and third parties will be kept confidential.

### Sanctions for Violations

Violations of the provisions in the Conflict of Interest Guidelines will be subject to sanctions applicable to companies that are categorized as a form of serious violation. In 2023, there were no cases or complaints related to conflict of interest practices carried out by Pertamedika officials and employees.

# 7

# TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

# TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

## SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

**"Sebagai warga korporasi yang baik (*good corporate citizen*), Pertamedika IHC senantiasa berupaya untuk memberikan manfaat pada ekonomi, sosial, dan lingkungan dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis Pertamedika IHC untuk mencapai keberlanjutan dan keberlangsungan usaha"**

### Komitmen dan Kebijakan Penerapan Program Tanggung Jawab Sosial dan Lingkungan

Pada setiap kegiatan usahanya, Pertamedika IHC senantiasa berupaya untuk berkontribusi dalam pembangunan yang berkelanjutan, dengan memberikan manfaat ekonomi, sosial, dan lingkungan dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis Perusahaan untuk mencapai keberlanjutan dan keberlangsungan usaha.

Sebagai bagian dari salah satu perusahaan Badan Usaha Milik Negara (BUMN), yaitu PT Pertamina (Persero), yang memiliki peran sebagai agen pembangunan, Pertamedika IHC memiliki komitmen kuat dalam mengembangkan ekonomi yang berkelanjutan dengan senantiasa memperhatikan tanggung jawab dan keseimbangan aspek ekonomi, sosial dan lingkungan. Untuk itu, Pertamedika IHC senantiasa melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan kesadaran bahwa kesuksesan Perusahaan dalam memelihara kinerja yang berkelanjutan, tidak hanya ditentukan oleh kinerja keuangan dan operasional saja, melainkan juga karena didukung oleh komunitas yang berada di lingkungannya. Hal ini selaras dengan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs), yakni pembangunan yang menjaga peningkatan kesejahteraan ekonomi masyarakat secara berkesinambungan, pembangunan yang menjaga keberlanjutan kehidupan sosial masyarakat, pembangunan yang menjaga kualitas lingkungan hidup serta pembangunan yang menjamin keadilan dan terlaksananya tata kelola yang mampu menjaga peningkatan kualitas hidup dari satu generasi ke generasi berikutnya.

### Commitment and Policy for Implementing Social and Environmental Responsibility Programs

In each of its business activities, Pertamedika IHC always strives to contribute to sustainable development, by providing economic, social and environmental benefits with principles that are more integrated, focused, measurable and accountable for its impact and are part of the Company's business approach to achieving sustainability and business continuity.

As part of one of the State-Owned Enterprises (BUMN), namely PT Pertamina (Persero), which has a role as a development agent, Pertamedika IHC has a strong commitment to developing a sustainable economy by always paying attention to responsibility and balance of economic, social and economic aspects. environment. For this reason, Pertamedika IHC always implements the Social and Environmental Responsibility (CSR) program with the awareness that the Company's success in maintaining sustainable performance is not only determined by financial and operational performance, but also because it is supported by the community in its environment. This is in line with the Sustainable Development Goals (SDGs), namely development that ensures continuous improvement in the economic welfare of the community, development that maintains the sustainability of the social life of the community, development that maintains the quality of the environment and development that guarantees justice and its implementation. governance that is able to maintain the improvement in the quality of life from one generation to the next.

"As a good corporate citizen, Pertamedika IHC always strives to provide economic, social and environmental benefits with principles that are more integrated, focused, measurable and accountable for its impact and are part of Pertamedika IHC's business approach to achieving sustainability and business continuity"

Pertamedika IHC berkomitmen untuk senantiasa mengimplementasikan program dan kegiatan TJSL untuk berkontribusi dalam pembangunan yang berkelanjutan. Pertamedika IHC telah menetapkan kebijakan yang digunakan sebagai dasar pelaksanaan pemenuhan terhadap keterbukaan informasi atas dampak dari keputusan dan kegiatan bisnis Perusahaan pada masyarakat dan lingkungan melalui perilaku yang transparan dan etis.

Perusahaan 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 Perusahaan untuk menciptakan keharmonisan dan keselarasan hubungan antara Perusahaan dan pemangku kepentingan secara komprehensif, baik dari proses perencanaan, pelaksanaan, evaluasi, hingga pelaporan dan publikasi kepada segenap *stakeholders*.

Sementara itu, wujud komitmen terhadap keterbukaan informasi atas dampak dari keputusan dan kegiatan bisnis Perusahaan pada masyarakat dan lingkungan melalui perilaku yang transparan dan etis juga dituangkan ke dalam Laporan Keberlanjutan Tahun 2023, yang merupakan satu kesatuan dengan Laporan Tahunan ini. Informasi mengenai tanggung jawab sosial dan Lingkungan Pertamedika secara komprehensif, dituangkan dalam Laporan Keberlanjutan Perusahaan tersebut.

Pertamedika IHC is committed to always implementing CSR programs and activities to contribute to sustainable development. Pertamedika IHC has established policies that are used as a basis for implementing compliance with information disclosure regarding the impact of the Company's business decisions and activities on society and the environment through transparent and ethical behavior.

The Company has prepared Guidelines for Management of Corporate Social and Environmental Responsibility Activities (CSR) Number A-10/A00000/2013-S0 dated July 16, 2013 and approved by the President Director of Pertamedika IHC through Directors' Decree Number KPTS-0720/ A00000/2013-S0 dated 16 July 2013. The contents of the CSR guidelines are adjusted to the Company's orientation to create harmony and harmony in the relationship between the Company and its stakeholders in a comprehensive manner, from the planning process, implementation, evaluation, to reporting and publication to all stakeholders.

Meanwhile, a commitment to information disclosure regarding the impact of the Company's business decisions and activities on community and the environment through transparent and ethical behaviour is also outlined in the 2023 Sustainability Report, which is an integral part of this Annual Report. Information regarding Pertamedika's comprehensive social and environmental responsibilities is stated in the Company's Sustainability Report.

# 8
# Lampiran
appendix

# PT Pertamina Bina Medika IHC
# dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian tanggal 31 Desember 2023 dan untuk tahun yang berakhir pada tanggal tersebut beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2023 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 2023 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, 2023***
***AND FOR THE YEAR***
***THEN ENDED***
***WITH INDEPENDENT AUDITOR'S REPORT***

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**SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2023 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT**

***STATEMENT OF DIRECTORS REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2023 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.*

**2024 / , 2024**

Atas nama dan mewakili Direksi / *For and on behalf of the of Directors*

METERAI TEMPEL

4335AKX772245191

**drg. Mira Dyah Wahyuni, MARS**
Presiden Direktur / *President Director*

**Budi Raharjo Legowo**
Direktur Keuangan dan Manajemen Risiko/
*Finance Director and Risk Management*

Building a better working world

# Purwantono, Sungkoro & Surja

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Jakarta 12190, Indonesia

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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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024

**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 2023, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahunyang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

## *Independent Auditor's Report*

*Report No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024*

***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, 2023, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.*

*In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2023, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (lanjutan)

**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.

**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.

***Independent Auditor's Report (continued)***

*Report No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (continued)*

***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.*

***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.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (lanjutan)

**Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian (lanjutan)**

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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (continued)*

***Responsibilities of management and those charged with governance for the consolidated financial statements (continued)***

*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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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.

- 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.

***Independent Auditor's Report (continued)***

*Report No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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.*

- *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.*

Building a better working world

*The original report included herein is in the Indonesian language.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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)

- 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. 00473/2.1032/AU.1/10/1562-3/1/IV/2024 (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)*

- *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*

01 April 2024/*April 01, 2024*

00473

**PT PERTAMINA BINA MEDIKA IHC DAN ENTITAS ANAKNYA**
**LAPORAN POSISI KEUANGAN KONSOLIDASIAN**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT PERTAMINA BINA MEDIKA IHC AND ITS SUBSIDIARIES***
***CONSOLIDATED STATEMENT OF FINANCIAL POSITION***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31*, 2023 | Catatan/ *Notes* | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|---|
| **ASET** | | | | ***ASSETS*** |
| **ASET LANCAR** | | | | ***CURRENT ASSETS*** |
| Kas dan setara kas | 1.278.974 | 4 | 1.673.308 | *Cash and cash equivalents* |
| Aset keuangan lainnya | 12.402 | 5 | 9.602 | *Other financial assets* |
| Piutang usaha, neto | 1.378.443 | 6 | 1.258.699 | *Trade receivables, net* |
| Piutang lain-lain | 15.993 | | 28.128 | *Other receivables* |
| Persediaan | 86.190 | 7 | 83.425 | *Inventories* |
| Uang muka dan beban dibayar di muka | 72.056 | | 62.283 | *Advances and prepayments* |
| Pajak dibayar di muka | 1.889 | 14 | 2.156 | *Prepaid taxes* |
| Total aset lancar | 2.845.947 | | 3.117.601 | *Total current assets* |
| **ASET TIDAK LANCAR** | | | | ***NON-CURRENT ASSETS*** |
| Properti investasi, neto | 205.615 | 9 | 172.859 | *Investment property, net* |
| Aset tetap, neto | 3.496.099 | 10 | 2.886.361 | *Fixed assets, net* |
| Aset hak guna, neto | 468.002 | 11 | 479.628 | *Right of use assets, net* |
| Aset pajak tangguhan | 247.853 | 14 | 248.554 | *Deferred tax assets* |
| Aset keuangan yang dibatasi penggunaannya | 63.001 | 8 | 676.704 | *Restricted financial assets* |
| Taksiran tagihan pajak penghasilan | 75.698 | 14 | 57.371 | *Estimated claims for tax refund* |
| Aset tidak lancar lainnya | 35.375 | | 21.254 | *Other non-current assets* |
| Total aset tidak lancar | 4.591.643 | | 4.542.731 | *Total non-current assets* |
| **TOTAL ASET** | **7.437.590** | | **7.660.332** | ***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 2023**
**(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, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31*, 2023 | Catatan/ *Notes* | 31 Desember/ *December 31, 2022* | |
|---|---|---|---|---|
| **LIABILITAS DAN EKUITAS** | | | | ***LIABILITIES AND EQUITY*** |
| **LIABILITAS** | | | | ***LIABILITIES*** |
| **LIABILITAS JANGKA PENDEK** | | | | ***CURRENT LIABILITIES*** |
| Utang usaha | 608.125 | 12 | 517.667 | *Trade payables* |
| Utang lain-lain | 322.723 | 13 | 368.707 | *Other payables* |
| Utang pajak | 48.738 | 14 | 50.356 | *Taxes payable* |
| Beban yang masih harus dibayar | 526.596 | 15 | 734.427 | *Accrued expenses* |
| Pendapatan diterima di muka | 69.545 | 16 | 118.285 | *Unearned revenues* |
| Utang bank jangka pendek | 156.221 | 17 | 6.221 | *Short-term bank loan* |
| Liabilitas imbalan kerja jangka pendek | 4.874 | 28 | 37.990 | *Short-term employee benefit liabilities* |
| Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: | | | | *Current maturities of long-term liabilities:* |
| Utang bank | 61.645 | 18 | 50.575 | *Bank loan* |
| Pinjaman lembaga keuangan | - | 19 | 14.176 | *Financial institution loan* |
| Liabilitas sewa | 49.652 | 11 | 39.539 | *Lease liabilities* |
| Total liabilitas jangka pendek | 1.848.119 | | 1.937.943 | *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 | 680.187 | 18 | 509.027 | *Bank loan* |
| Liabilitas sewa | 191.330 | 11 | 189.257 | *Lease liabilities* |
| Liabilitas imbalan kerja | 769.094 | 28 | 714.536 | *Provision for employee benefit liability* |
| Pinjaman wajib konversi | - | 20 | 563.884 | *Mandatory convertible loan* |
| Liabilitas pajak tangguhan | 2 | 14 | - | *Deferred tax liability* |
| Total liabilitas jangka panjang | 1.640.613 | | 1.976.704 | *Total non-current liabilities* |
| **TOTAL LIABILITAS** | **3.488.732** | | **3.914.647** | ***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 | 2.921.776 | 21 | 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 | *Donated capital* |
| Tambahan modal disetor | (1.179.086) | 20,22 | (1.123.471) | *Additional paid-in capital* |
| Uang muka setoran modal | 90.000 | 21 | 90.000 | *Advance subscription* |
| Penghasilan komprehensif lain | 1.383 | | 7.650 | *Other comprehensive income* |
| Saldo laba | | | | *Retained earnings* |
| Ditentukan penggunaannya | 146.089 | | 146.089 | *Appropriated* |
| Belum ditentukan penggunaannya | 1.131.544 | | 957.581 | *Unappropriated* |
| Kepentingan non-pengendali | 832.563 | 24 | 741.471 | *Non-controlling interest* |
| **TOTAL EKUITAS** | **3.948.858** | | **3.745.685** | ***TOTAL EQUITY*** |
| **TOTAL LIABILITAS DAN EKUITAS** | **7.437.590** | | **7.660.332** | ***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 2023**
**(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, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **Pendapatan** | **5.720.173** | **25** | **4.978.509** | ***Revenues*** |
| **Beban operasi** | **(5.451.212)** | **26** | **(5.047.353)** | ***Operating expenses*** |
| **Laba (rugi) bruto** | **268.961** | | **(68.844)** | ***Gross profit (loss)*** |
| Pendapatan keuangan | 36.360 | | 51.376 | *Finance income* |
| Beban keuangan | (53.699) | | (55.855) | *Finance expense* |
| Pendapatan lain-lain, neto | 144.480 | 27 | 325.905 | *Other income, net* |
| **Laba sebelum beban pajak penghasilan** | **396.102** | | **252.582** | ***Profit before income tax expense*** |
| Beban pajak penghasilan | (95.307) | 14 | (68.382) | *Income tax expense* |
| **Laba tahun berjalan** | **300.795** | | **184.200** | ***Profit for the year*** |
| **Penghasilan komprehensif lain** | | | | ***Other comprehensive income*** |
| **Pos-pos yang tidak direklasifikasi ke laba rugi dalam periode berikutnya** | | | | ***Items not to be reclassified to profit or loss in subsequent periods*** |
| Pengukuran kembali atas liabilitas imbalan pasti neto | (15.449) | | 16.312 | *Remeasurement of net defined benefits liability* |
| **Pos-pos yang akan direklasifikasi ke laba rugi dalam periode berikutnya** | | | | ***Items to be reclassified to profit or loss in subsequent periods*** |
| Kerugian atas aset keuangan tersedia untuk dijual | - | | (192) | *Loss on available-for-sale financial assets* |
| **Total penghasilan komprehensif lain** | **285.346** | | **200.320** | ***Total other comprehensive income*** |
| **Laba tahun berjalan yang dapat diatribusikan kepada:** | | | | ***Profit for the year attributable to:*** |
| Kepemilikan entitas induk | 185.007 | | 110.445 | *Owners of parent entity* |
| Kepentingan non-pengendali | 115.788 | | 73.755 | *Non-controlling interest* |
| | **300.795** | | **184.200** | |
| **Total penghasilan komprehensif diatribusikan kepada:** | | | | ***Total other comprehensive income attributable to:*** |
| Kepemilikan entitas induk | 178.740 | | 118.936 | *Owners of parent entity* |
| Kepentingan non-pengendali | 106.606 | | 81.384 | *Non-controlling interest* |
| | **285.346** | | **200.320** | |

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.*

*The original consolidated financial statements included herein are in the Indonesian language.*

**PT PERTAMINA BINA MEDIKA IHC**
**DAN ENTITAS ANAKNYA**
**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2023**
**(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, 2023***
***(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 Komprehensif Lain / *Other Comprehensive 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 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* |
| Pengukuran kembali atas liabilitas imbalan pasti | - | - | - | - | 8.491 | - | - | 8.491 | 7.629 | 16.120 | *Remeasurement of defined benefit liabilities* |
| **Saldo per 31 Desember 2022/ 1 Januari 2023** | **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/ January 1, 2023*** |
| Penambahan Investasi | - | - | (2.127) | - | - | - | - | (2.127) | - | (2.127) | *Additional Investment* |
| Kepentingan non-pengendali dari akuisisi entitas anak baru | - | - | - | - | - | - | - | - | 1.050 | 1.050 | *Non-controlling interest from acquisition of a new subsidiaries* |
| Penyesuaian nilai wajar Utang Wajib Konversi | - | - | (53.488) | - | - | - | - | (53.488) | - | (53.488) | *Adjustment in the fair value of the mandatory convertible loan* |
| Dividen tahun berjalan | - | - | - | - | - | - | (11.044) | (11.044) | (16.564) | (27.608) | *Dividend for the year* |
| Pengukuran kembali atas liabilitas imbalan pasti | - | - | - | - | (6.267) | - | - | (6.267) | (9.182) | (15.449) | *Remeasurement of defined benefit liabilities* |
| Laba tahun berjalan | - | - | - | - | - | - | 185.007 | 185.007 | 115.788 | 300.795 | *Profit for the year* |
| **Saldo per 31 Desember 2023** | **2.921.776** | **4.589** | **(1.179.086)** | **90.000** | **1.383** | **146.089** | **1.131.544** | **3.116.295** | **832.563** | **3.948.858** | ***Balance at December 31, 2023*** |

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 ARUS KAS KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2023**
**(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, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | | ***CASH FLOWS FROM OPERATING ACTIVITIES*** |
| Penerimaan dari pelanggan | 5.551.690 | | 5.116.836 | *Cash received from customers* |
| Pembayaran kepada pemasok | (2.474.200) | | (2.351.821) | *Cash paid to suppliers* |
| Pembayaran kepada dokter | (887.447) | | (501.222) | *Cash paid to doctors* |
| Pembayaran kepada karyawan | (1.836.521) | | (1.886.168) | *Cash paid to employees* |
| Penerimaan pendapatan keuangan | 36.360 | | 56.792 | *Receipt of finance income* |
| Pembayaran pajak penghasilan badan | (96.289) | | (332.723) | *Payment of corporate income tax* |
| **Arus kas bersih yang diperoleh dari aktivitas operasi** | **293.593** | | **101.694** | ***Net cash flows provided by operating activities*** |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Perolehan aset tetap | (833.149) | 10,33 | (806.061) | *Acquisition of fixed assets* |
| Kenaikan (penurunan) aset yang dibatasi penggunaannya | 613.703 | 8 | (612.380) | *Increase (decrease) in restricted assets* |
| Akuisisi kepentingan non-pengendali di entitas anak | - | | (6.201) | *Acquisition of non-controlling interests in subsidiary* |
| Penambahan investasi pada entitas anak | (88.260) | | - | *Additional investment in subsidiary* |
| Penerimaan dari penjualan investasi pada entitas asosiasi | 3.097 | | - | *Receipts from the sale of investments in associated entities* |
| Penurunan aset keuangan lainnya | (1.260) | | (4.673) | *Decrease in other financial assets* |
| Aset keuangan tersedia untuk dijual | (2.800) | | - | *Available-for-sale financial assets* |
| Penerimaan dari penjualan investasi saham | - | | 3.097 | *Receipts from the sale of investments in shares* |
| Penerimaan dari penjualan aset tetap | 482 | | 133 | *Receipts from sale of fixed assets* |
| **Arus kas bersih yang digunakan untuk aktivitas investasi** | **(308.187)** | | **(1.426.085)** | ***Net cash flows used in investing activities*** |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | | ***CASH FLOWS FROM FINANCING ACTIVITIES*** |
| Penerimaan: | | | | *Receipts:* |
| Utang bank jangka pendek | 150.000 | | 6.221 | *Short-term bank loans* |
| Utang bank jangka panjang | 229.241 | | 364.735 | *Long-term bank loans* |
| Pinjaman wajib konversi | - | | 612.380 | *Mandatory conversion loan* |
| Pinjaman lembaga keuangan | - | | 14.176 | *Financial institution loan* |
| Pembayaran: | | | | *Payments:* |
| Dividen kas | (10.168) | 23 | (311.543) | *Cash dividend* |
| Dividen kas kepada kepentingan non-pengendali | (16.555) | | (58.782) | *Cash dividend to non-controlling interests* |
| Utang bank jangka pendek | - | | (60.334) | *Short-term bank loan* |
| Utang bank jangka panjang | (47.011) | | (44.604) | *Long-term bank loan* |
| Pembatalan pinjaman wajib konversi | (612.380) | | - | *Cancellation of mandatory conversion loan* |
| Pinjaman lembaga keuangan | (14.176) | | (103.929) | *Financial institution loan* |

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 ARUS KAS KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada**
**Tanggal 31 Desember 2023**
**(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, 2023***
***(Expressed in millions of Rupiah,***
***unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **ARUS KAS DARI AKTIVITAS PENDANAAN (lanjutan)** | | | | ***CASH FLOWS FROM FINANCING ACTIVITIES (continued)*** |
| Liabilitas sewa | - | | (56.442) | *Lease liabilities* |
| Bunga | (58.691) | | (55.855) | *Interest* |
| **Arus kas bersih yang (digunakan untuk)/diperoleh dari aktivitas pendanaan** | **(379.740)** | | **306.023** | ***Net cash flows (used in)/ provided by financing activities*** |
| **PENURUNAN BERSIH KAS DAN SETARA KAS** | **(394.334)** | | **(1.018.368)** | ***NET DECREASE IN CASH AND CASH EQUIVALENTS*** |
| **KAS DAN SETARA KAS PADA AWAL TAHUN** | **1.673.308** | | **2.691.676** | ***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR*** |
| **KAS DAN SETARA KAS PADA AKHIR TAHUN** | **1.278.974** | 4 | **1.673.308** | ***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.*

**PT PERTAMINA BINA MEDIKA IHC**
**DAN ENTITAS ANAKNYA**
**CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN**
**Tanggal 31 Desember 2023 dan**
**Untuk Tahun yang Berakhir Pada Tanggal Tersebut**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT PERTAMINA BINA MEDIKA IHC***
***AND ITS SUBSIDIARIES***
***NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS***
***As of December 31, 2023 and***
***For the Year Then Ended***
***(Expressed in millions of Rupiah, unless otherwise stated)***

## 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 counseling 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 2023 dan 2022, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

## *1. GENERAL (continued)*

### *b. Boards of Commissioners, Directors and Employees*

*As of December 31, 2023 and 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 2023 dan 2022, Perusahaan dan entitas anak ("Grup") memiliki masing-masing 11.699 dan 7.952 orang karyawan (tidak diaudit).

Laporan keuangan Grup telah diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 01 April 2024.

*As of December 31, 2023 and 2022, the Company and its subsidiaries (the "Group") has 11,699 and 7,952 employees, respectively (unaudited).*

*The Group's financial statements were completed and authorized for issue by the Company's Board of Directors on April 01, 2024.*

### c. Susunan Perusahaan dan Entitas Anak

Pada tanggal 31 Desember 2023 dan 2022, Grup memiliki pengendalian secara langsung maupun tidak langsung, pada entitas anak sebagai berikut:

### *c. The Company and its Subsidiaries' Structure*

*As of December 31, 2023 and 2022, 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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* |
| **Kepemilikan Langsung/ *Direct Subsidiaries*** | | | | | | |
| PT Rumah Sakit Pelni ("Pelni"), Jakarta | Jasa layanan kesehatan/*Healthcare services* | 1918 | 51,00 | 51,00 | 1.214.010 | 953.036 |
| PT Rumah Sakit Pelabuhan ("RSP"), Jakarta | Jasa layanan kesehatan/*Healthcare services* | 1999 | 67,00 | 67,00 | 519.472 | 570.269 |
| PT Nusantara Medika Utama ("NMU"), Surabaya | Jasa layanan kesehatan/*Healthcare services* | 2013 | 67,00 | 67,00 | 726.304 | 730.185 |
| PT Pelindo Husada Citra ("PHC"), Surabaya | Jasa layanan kesehatan/*Healthcare services* | 1970 | 67,00 | 67,00 | 461.794 | 455.523 |

## 1. UMUM (lanjutan)

### c. Susunan Perusahaan dan Entitas Anak (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, Grup memiliki pengendalian secara langsung maupun tidak langsung, pada entitas anak sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *c. The Company and its Subsidiaries' Structure (continued)*

*As of December 31, 2023 and 2022, the Group has direct or indirect control over the following subsidiaries: (continued)*

| 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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* |
| **Kepemilikan Langsung/ *Direct Subsidiaries*** | | | | | | |
| PT Bakti Timah Medika ("BTM"), Bangka Belitung | Jasa layanan kesehatan/Healthcare services | 2014 | 67,00 | 67,00 | 352.942 | 390.273 |
| PT Nusantara Sebelas Medika ("NSM"), Surabaya | Jasa layanan kesehatan/Healthcare services | 2012 | 67,00 | 67,00 | 461.868 | 425.944 |
| PT Krakatau Medika ("KM"), Banten | Jasa layanan kesehatan/Healthcare services | 1996 | 70,93 | 70,93 | 221.777 | 192.559 |
| PT Rolas Nusantara Medika ("RNM"), Surabaya | Jasa layanan kesehatan/Healthcare services | 2012 | 67,00 | 67,00 | 335.902 | 208.170 |
| PT Bakti Timah Solusi Medika ("BTSM"), Bangka Belitung | Perdagangan/Trading | 2016 | 96,00 | - | 1.956 | 3.223 |
| PT Pertamedika Bali Hospital ("PBH"), Bali* | Jasa layanan kesehatan/Healthcare services | - | 98,86 | - | 220.183 | - |
| **Kepemilikan Tidak Langsung** | | | | | | |
| **Melalui PT Bakti Timah Medika** | | | | | | |
| PT Bakti Timah Solusi Medika ("BTSM"), Bangka Belitung | Perdagangan/*Trading* | 2016 | 2,00 | 98,00 | 1.956 | 3.223 |
| **Melalui PT Pelindo Husada Citra** | | | | | | |
| PT Prima Citra Nutrindo ("PCN"), Surabaya | Jasa Boga/*Catering business* | 2016 | 70,00 | 70,00 | 7.217 | 13.462 |

*)Sampai dengan tanggal 01 April 2024 PT Pertamedika Bali Hospital masih dalam tahap pembangunan Rumah Sakit nya.

**)As of April 01, 2024, PT Pertamedika Bali Hospital is still in the hospital construction stage.*

Kepemilikan Langsung

PT Rumah Sakit Pelni ("Pelni")

Pelni berdomisili di Jakarta dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. Pelni memulai kegiatan jasa layanan kesehatan pada tahun 1918.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di Pelni sebesar 59.680 lembar saham setara dengan kepemilikan sebesar 51%.

*Direct Ownership*

*PT Rumah Sakit Pelni ("Pelni")*

*Pelni is domiciled in Jakarta and engaged in activities related to healthcare service. Pelni started its healthcare service activities in 1918.*

*As of December 31, 2023 and 2022, the Company owned 59,680 shares in Pelni equivalent to a 51% ownership.*

**1. UMUM (lanjutan)**

**c. Susunan Perusahaan dan Entitas Anak (lanjutan)**

Kepemilikan Langsung (lanjutan)

PT Rumah Sakit Pelabuhan (“RSP”)

RSP berdomisili di Jakarta dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. Pelni memulai kegiatan jasa layanan kesehatan pada tahun 1999.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di RSP sebesar 103.166 lembar saham setara dengan kepemilikan sebesar 67%.

PT Nusantara Medika Utama (“NMU”)

NMU berdomisili di Surabaya dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. NMU memulai kegiatan jasa layanan kesehatan pada tahun 2013.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di NMU sebesar 23.081 lembar saham setara dengan kepemilikan sebesar 67%.

PT Pelindo Husada Citra (“PHC”)

PHC berdomisili di Surabaya dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. PHC memulai kegiatan jasa layanan kesehatan pada tahun 1970.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di PHC sebesar 190.280.000 lembar saham setara dengan kepemilikan sebesar 67%.

PT Bakti Timah Medika (“BTM”)

BTM berdomisili di Bangka Belitung dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. BTM memulai kegiatan jasa layanan kesehatan pada tahun 2014.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di BTM sebesar 14.806.062 lembar saham setara dengan kepemilikan sebesar 67%.

***1. GENERAL (continued)***

***c. The Company and its Subsidiaries’ Structure (continued)***

*Direct Ownership (continued)*

*PT Rumah Sakit Pelabuhan (“RSP”)*

*RSP is domiciled in Jakarta and engaged in activities related to healthcare service. RSP started its healthcare service activities in 1999.*

*As of December 31, 2023 and 2022, the Company owned 103,166 shares in RSP equivalent to a 67% ownership.*

*PT Nusantara Medika Utama (“NMU”)*

*NMU is domiciled in Surabaya and engaged in activities related to healthcare service. NMU started its healthcare service activities in 2013.*

*As of December 31, 2023 and 2022, the Company owned 23,081 shares in NMU equivalent to a 67% ownership.*

*PT Pelindo Husada Citra (“PHC”)*

*PHC is domiciled in Surabaya and engaged in activities related to healthcare service. PHC started its healthcare service activities in 1970.*

*As of December 31, 2023 and 2022, the Company owned 190,280,000 shares in PHC equivalent to a 67% ownership.*

*PT Bakti Timah Medika (”BTM”)*

*BTM is domiciled in Bangka Belitung and engaged in activities related to healthcare service. BTM started its healthcare service activities in 2014.*

*As of December 31, 2023 and 2022, the Company owned 14,806,062 shares in BTM equivalent to a 67% ownership.*

**1. UMUM (lanjutan)**

**c. Susunan Perusahaan dan Entitas Anak (lanjutan)**

Kepemilikan Langsung (lanjutan)

PT Nusantara Sebelas Medika ("NSM")

NSM berdomisili di Surabaya dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. NSM memulai kegiatan jasa layanan kesehatan pada tahun 2012.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di NSM sebesar 34.409 lembar saham setara dengan kepemilikan sebesar 67%.

PT Krakatau Medika ("KM")

KM berdomisili di Banten dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. KM memulai kegiatan jasa layanan kesehatan pada tahun 1996.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di KM sebesar 27.700.000 lembar saham setara dengan kepemilikan sebesar 70,93%.

PT Rolas Nusantara Medika ("RNM")

RNM berdomisili di Surabaya dan bergerak dalam bidang usaha yang berhubungan dengan jasa layanan kesehatan. RNM memulai kegiatan jasa layanan kesehatan pada tahun 2012.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di RNM sebesar 41.428 lembar saham setara dengan kepemilikan sebesar 67%.

PT Bakti Timah Solusi Medika ("BTSM")

BTSM berdomisili di Bangka Belitung dan bergerak dalam bidang usaha yang berhubungan dengan perdagangan. BTSM memulai kegiatan perdagangan pada tahun 2016.

Berdasarkan Akta Notaris Aulia Taufani, S.H., LL.M., No. 70 tanggal 26 Juli 2023, dan telah disahkan Kementerian Hukum Dan Hak Asasi Manusia Republik Indonesia dengan surat Keputusannya no. AHU-AH.01.03-0019928, Perusahaan telah mengambil alih kepemilikan 1.200 saham dari BTM.

***1. GENERAL (continued)***

***c. The Company and its Subsidiaries' Structure (continued)***

*Direct Ownership (continued)*

PT Nusantara Sebelas Medika ("NSM")

*NSM is domiciled in Surabaya and engaged in activities related to healthcare service. NSM started its healthcare service activities in 2012.*

*As of December 31, 2023 and 2022, the Company owned 34,409 shares in NSM equivalent to a 67% ownership.*

*PT Krakatau Medika ("KM")*

*KM is domiciled in Banten and engaged in activities related to healthcare service. KM started its healthcare service activities in 1996.*

*As of December 31, 2023 and 2022, the Company owned 27,700,000 shares in KM equivalent to a 70.93% ownership.*

*PT Rolas Nusantara Medika ("RNM")*

*RNM is domiciled in Surabaya and engaged in activities related to healthcare service. RNM started its healthcare service activities in 2012.*

*As of December 31, 2023 and 2022, the Company owned 41,428 shares in RNM equivalent to a 67% ownership.*

*PT Bakti Timah Solusi Medika ("BTSM")*

*BTSM is domiciled in Bangka Belitung and engaged in activities related to trading. BTSM started its trading activities in 2016.*

*Based on Notarial Deed Aulia Taufani, S.H., LL.M., No. 70 dated July 26, 2023, and the deed of establishment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia with its Decree no. AHU-AH.01.03-0019928, the Company has taken over ownership of 1,200 shares from BTM.*

**1. UMUM (lanjutan)**

**c. Susunan Perusahaan dan Entitas Anak (lanjutan)**

Kepemilikan Langsung (lanjutan)

PT Bakti Timah Solusi Medika ("BTSM") (lanjutan)

Pada tanggal 31 Desember 2023, Perusahaan memiliki penyertaan di BTSM sebesar 1.200 lembar saham setara dengan kepemilikan sebesar 96%.

PT Pertamedika Bali Hospital ("PBH")

PBH berdomisili di Bali dan bergerak dalam bidang jasa layanan kesehatan. PBH belum memulai kegiatan operasinya.

Pada tanggal 24 Juli 2023, Perusahaan mendirikan PBH yang telah diaktakan dengan Akta Notaris No. 52 tanggal 24 Juli 2023 dari Aulia Taufani, S.H., LL.M. Perusahaan memiliki penyertaan sebesar Rp67 miliar atas 670.000 saham. Pendirian PBH telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat keputusannya No. AHU-0053933.AH.01.01.Tahun 2023 pada tanggal 25 Juli 2023.

Berdasarkan keputusan pemegang saham, PBH melakukan peningkatan modal ditempatkan dan disetor penuh dengan menerbitkan 200.000 lembar saham yang diambil bagian seluruhnya oleh Perusahaan.

Pada tanggal 31 Desember 2023, Perusahaan memiliki penyertaan di PBH sebesar 870.000 lembar saham setara dengan kepemilikan sebesar 98,86%.

Kepemilikan Tidak Langsung

PT Prima Citra Nutrindo ("PCN")

PCN didirikan berdasarkan Akta No.35 tanggal 11 Januari 2016, dari Kukuh Muljo Rahardjo, SH., Notaris di Surabaya. Akta Pendirian tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya No. AHU-0002328.AH.01.01 Tahun 2016 tanggal 15 Januari 2016. PCN dalam bidang usaha yang berhubungan dengan jasa boga.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan memiliki penyertaan di PCN sebesar 7.000 lembar saham setara dengan kepemilikan sebesar 70%.

***1. GENERAL (continued)***

***c. The Company and its Subsidiaries' Structure (continued)***

*Direct Ownership (continued)*

*PT Bakti Timah Solusi Medika ("BTSM") (Continued)*

*As of December 31, 2023 and 2022, the Company owned 1,200 shares in BTSM equivalent to a 96% ownership.*

*PT Pertamedika Bali Hospital ("PBH")*

*PBH is domiciled in Bali and engaged in activities related to healthcare service. PBH has not yet started its operation activities.*

*On July 24, 2023, the Company established PBH which was notarized by Deed No. 52 dated July 24, 2023 of Aulia Taufani, S.H., LL.M. The Company has an investment of Rp67 billion of 670.000 shares. The establishment of PBH has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through its decision letter No. AHU-0053933.AH.01.01.Year 2023 on July 25, 2023.*

*Based on shareholders' decision, PBH has increased its issued and fully paid capital by issuing 200,000 new shares which were fully subscribed by the Company.*

*As of December 31, 2023 and 2022, the Company owned 870,000 shares in PBH equivalent to a 98.86% ownership.*

*Indirect Ownership*

*PT Prima Citra Nutrindo ("PCN")*

*PCN was established based on Deed No.35 dated January 11, 2016, from Kukuh Muljo Rahardjo, SH., Notary in Surabaya. The Deed of Establishment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia with its Decree No. AHU-0002328. AH.01.01 Year 2016 dated January 15, 2016. PCN in the business sector related to food services.*

*As of December 31, 2023 and 2022, the Company owned 7.000 shares in PCN equivalent to a 70% ownership.*

## 2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

### a. Dasar Penyajian 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 MATERIAL ACCOUNTING POLICIES INFORMATION*

### *a. Basis of Presentation of 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 Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (IAI) and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority.*

*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 INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (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 2023, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Grup:

**Amandemen PSAK No. 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi**

Amandemen ini memberikan panduan untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan dalam mengungkapkan kebijakan akuntansi 'signifikan' entitas menjadi persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

Amandemen tersebut berdampak pada pengungkapan kebijakan akuntansi Grup, namun tidak berdampak pada pengukuran, pengakuan atau penyajian *item* apa pun dalam laporan keuangan Grup.

**Amandemen PSAK No. 16: Aset Tetap - Hasil sebelum Penggunaan yang Diintensikan**

Amandemen 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.

Grup menerapkan amandemen tersebut secara retrospektif hanya untuk aset tetap yang dibuat supaya aset siap digunakan pada atau setelah awal periode penyajian paling awal ketika entitas pertama kali menerapkan amandemen tersebut.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Grup karena tidak ada penjualan atas *item-item* yang dihasilkan aset tetap yang menjadi tersedia untuk digunakan pada atau setelah awal periode sajian paling awal.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (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, 2023, including the following revised standards that have affected the consolidated financial statements of the Group:*

***Amendment of PSAK No. 1: Presentation of Financial Statement - Disclosure of Accounting Policies***

*This amendments provide guidance to help entities apply materiality judgments to accounting policy disclosures. The amendments 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 have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Group's financial statements.*

***Amendment of PSAK No. 16: Fixed Assets - Proceeds before Intended Use***

*The amendments prohibit entities from deducting 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, entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.*

*The Group applies the amendments retrospectively only to items of fixed assets made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.*

*These amendments had no impact on the consolidated financial statements of the Group as there were no sales of such items produced by fixed assets made available for use on or after the beginning of the earliest period presented.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**b. Perubahan kebijakan akuntansi (lanjutan)**

**Amandemen PSAK No. 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan terkait Definisi Estimasi Akuntansi**

Amandemen PSAK 25 memperjelas perbedaan antara perubahan estimasi akuntansi, perubahan kebijakan akuntansi dan koreksi kesalahan. Amandemen juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi.

Amandemen ini tidak memiliki dampak terhadap laporan keuangan konsolidasian Grup.

**Amandemen PSAK No. 46: Pajak Penghasilan tentang Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal**

Amandemen PSAK 46 Pajak Penghasilan mempersempit ruang lingkup pengecualian pengakuan awal, sehingga tidak lagi berlaku pada transaksi yang menimbulkan perbedaan temporer dapat dikurangkan dalam jumlah yang sama dan perbedaan temporer kena pajak dan seperti sewa dan liabilitas dekomisioning.

Amandemen ini tidak mempunyai dampak terhadap laporan keuangan konsolidasian Grup.

**Amandemen PSAK 46: Pajak Penghasilan - Reformasi Pajak Internasional - Ketentuan Model Pilar Dua**

Amandemen PSAK 46 ini diperkenalkan sebagai tanggapan terhadap aturan Model Pilar Dua yang diterbitkan oleh Organisasi Kerjasama dan Pengembangan Ekonomi dan mencakup:

- Pengecualian atas pengakuan dan pengungkapan informasi mengenai aset dan liabilitas pajak tangguhan terkait dengan pajak penghasilan Pilar Dua; dan
- Persyaratan pengungkapan bagi entitas yang terkena dampak untuk membantu pengguna laporan keuangan lebih memahami eksposur entitas terhadap pajak penghasilan Pilar Dua yang timbul dari undang-undang tersebut, terutama sebelum tanggal berlakunya undang-undang tersebut.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***b. Change in accounting principles (continued)***

***Amendment of PSAK No. 25: Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates***

*The amendments to PSAK 25 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates.*

*The amendments had no impact on the Group's consolidated financial statements.*

***Amendment of PSAK No. 46: Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction***

*The amendments to PSAK 46 Income Taxes narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities.*

*The amendments had no impact on the Group's consolidated financial statements.*

***Amendment of PSAK 46: Income Taxes - International Tax Reform - Pillar Two Model Rules***

*The amendments to PSAK 46 have been introduced in response to the Pillar Two Rules, issued by Organization for Economic Co-operation and Development (OECD), and include:*

- *An exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes; and*
- *Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**b. Perubahan kebijakan akuntansi (lanjutan)**

**Amandemen PSAK 46: Pajak Penghasilan - Reformasi Pajak Internasional - Ketentuan Model Pilar Dua (lanjutan)**

Pada tanggal 31 Desember 2023, Perundang-undangan terkait pajak penghasilan Pilar Dua belum diberlakukan atau secara substantif belum diberlakukan di Indonesia, tempat Grup beroperasi. Oleh karena itu, Grup masih dalam proses melakukan penilaian atas potensi eksposur pajak penghasilan Pilar Dua. Potensi eksposur pajak penghasilan Pilar Dua, jika ada, saat ini tidak diketahui atau dapat diperkirakan secara wajar.

**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, Grup mengendalikan *investee* jika dan hanya jika Grup memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi Grup 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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***b. Change in accounting principles (continued)***

***Amendment of PSAK 46: Income Taxes - International Tax Reform - Pillar Two Model Rules (continued)***

*As of December 31, 2023, the Pillar Two income taxes legislation has not yet been enacted or has not yet substantively enacted in Indonesia where the Group operates. Therefore, the Group is still in the process of assessing the potential exposure to Pillar Two income taxes. The potential exposure, if any, to Pillar Two income taxes is currently not known or reasonably estimable.*

***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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**c. Prinsip-prinsip Konsolidasi (lanjutan)**

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.

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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***c. Principles of Consolidation (continued)***

*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.*

*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 fully eliminated on consolidation.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**d. Kombinasi bisnis entitas sepengendali**

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepentingan, dimana selisih antara jumlah imbalan yang dialihkan dengan jumlah tercatat aset neto entitas yang diakuisisi diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian.

Dalam menerapkan metode penyatuan kepentingan tersebut, unsur-unsur laporan keuangan dari entitas yang bergabung disajikan seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam kesepengendalian.

**e. Transaksi-transaksi pihak berelasi**

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 7.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Transaksi dan saldo yang material dengan 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**

Mata uang pelaporan yang digunakan pada laporan keuangan konsolidasian adalah Rupiah, yang juga merupakan mata uang fungsional setiap entitas dalam Grup. Tiap entitas dalam Grup menentukan mata uang fungsionalnya masing-masing dan laporan keuangannya masing-masing diukur menggunakan mata uang fungsional tersebut.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***d. Business combination of entities under common control***

*Business combinations under common control are accounted for using the pooling-of-interests method, whereby the difference between the considerations transferred and the book value of the net assets of the acquiree is recognized as part of "Additional Paid-in Capital" account in the consolidated statement of financial position.*

*In applying the pooling-of-interest method, the components of the financial statements of the combining entities are presented as if the combination has occurred since the beginning of the period of the combining entity become under common control.*

***e. Related parties transactions***

*The company and subsidiaries have transactions with related parties as defined in PSAK 7.*

*The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties.*

*Significant transactions and balances 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 reporting currency used in the consolidated financial statements is Indonesian Rupiah, which is also each entity's in the Group functional currency. Each entity in the Group determines its own functional currency and their financial statements are measured using that functional currency.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**f. Transaksi dan Saldo dalam Mata Uang Asing (lanjutan)**

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk periode yang bersangkutan, dan laba atau rugi kurs yang timbul, dikreditkan atau dibebankan pada operasi periode yang bersangkutan.

Pada tanggal 31 Desember 2023, nilai tukar yang digunakan untuk 1 Dolar Amerika Serikat (“US$”) adalah sebesar Rp15.416 (2022: Rp15.731).

**g. Instrumen Keuangan**

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

**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, seperti diungkapkan pada Catatan 2o.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga (“SPPB”) dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***f. Foreign Currency Transactions and Balances (continued)***

*Transactions involving foreign currencies are recorded in Indonesian Rupiah at the rates of exchange prevailing at the time the transactions are made. At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction date of the period, as published by Bank Indonesia, and any resulting gains or losses are credited or charged to operations of the current period.*

*At December 31, 2023, the rate of exchange used for United States Dollar (“US$”) 1 was Rp 15,416 (2022: Rp15,731).*

***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.*

***Financial Assets***

*Initial Recognition and Measurement*

*At initial recognition, the 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, as disclosed in Note 2o.*

*In order for a financial asset to be classified and measured at amortized cost or FVOCI, 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Aset Keuangan (lanjutan)**

Pengakuan dan Pengukuran Awal (lanjutan)

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran Selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas), dan
- Nilai wajar melalui laba rugi (NWLR).

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

Grup mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Assets (continued)***

*Initial Recognition and Measurement (continued)*

*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 four categories:*

- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and*
- *Fair value through profit or loss (FVTPL).*

*The subsequent measurement of financial assets depends on their classification as described below:*

*Financial assets at amortized cost (debt instruments)*

*The Group measures financial assets at amortized 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*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Aset Keuangan (lanjutan)**

Pengukuran Selanjutnya (lanjutan)

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Grup yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, deposito berjangka, piutang usaha, dan piutang lain-lain.

Aset keuangan pada NWPKL tanpa mereklasifikasi laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas)

Pada pengakuan awal, Grup dapat memilih untuk menetapkan klasifikasi yang tidak dapat dikembalikan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah direklasifikasi ke laba rugi, dan aset keuangan ini tidak menjadi subjek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

Grup memilih untuk mengklasifikasi secara takterbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Assets (continued)***

*Subsequent Measurement (continued)*

*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, and other receivables.*

*Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)*

*Upon initial recognition, the Group can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity and are not held for trading. The classification is determined on an instrument-by-instrument basis.*

*Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.*

*The Group elected to classify irrevocably its non-listed equity investments under this category.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Aset Keuangan (lanjutan)**

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir;
  Atau
- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan 'pass-through', dan salah satu dari (a) Grup telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan '*pass-through*', Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Grup tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Assets (continued)***

*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 statement 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*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Aset Keuangan (lanjutan)**

Penurunan Nilai

Grup mengakui penyisihan Kerugian Kredit Ekspektasian (KKE) untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

Karena piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelurusi perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Assets (continued)***

*Impairment*

*The Group recognizes an allowance for ECL for all debt instruments not held at FVTPL and financial guarantee contracts. 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 EIR. The expected cash flows include any 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. When there have been significant increases in credit risks 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). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).*

*Because trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Aset Keuangan (lanjutan)**

Penurunan Nilai (lanjutan)

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 180 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

**Liabilitas Keuangan**

Pengakuan dan Pengukuran Awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan dilklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Grup menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang usaha dan lain-lain, beban yang masih harus dibayar, liabilitas imbalan kerja jangka pendek dan utang sewa pembiayaan dan pembiayaan konsumen.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Assets (continued)***

*Impairment (continued)*

*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.*

***Financial Liabilities***

*Initial Recognition and Measurement*

*Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.*

*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 designates its financial liabilities as loans and borrowings, such as trade and other payables, accrued expenses, short-term employee benefit liability, and finance lease and consumer finance payables.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen Keuangan (lanjutan)**

**Liabilitas Keuangan (lanjutan)**

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akusisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

ii) Utang dan Akrual

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, beban yang masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial Instruments (continued)***

***Financial Liabilities (continued)***

*Subsequent Measurement*

*The subsequent measurement of financial liabilities depends on their classification as described below:*

*Financial liabilities at amortized cost (Loans and borrowings)*

*i) Long-term Interest-bearing Loans and Borrowings*

*Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.*

*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 in finance costs in the profit or loss.*

*ii) Payables and Accruals*

*Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. Instrumen keuangan (lanjutan)**

**Liabilitas keuangan (lanjutan)**

Penghentian pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi dan penghasilan komprehensif lain konsolidasian.

**Saling hapus instrumen keuangan**

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

**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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. Financial instruments (continued)***

***Financial liabilities (continued)***

*Derecognition*

*A financial liability is derecognized when the obligation under the contract 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 derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or lossand other comprehensive income.*

***Offsetting of financial instruments.***

*Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.*

***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 current 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**i. Persediaan (lanjutan)**

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 manfaat aset terkait.

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 MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***i. Inventories (continued)***

*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.*

*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 lifes of the assets as follows:*

| | Tahun/*Year* | |
|---|---|---|
| Bangunan dan prasarana | 20-40 | *Buildings and improvement* |
| 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.

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.

*Assets' residual values and useful lifes are reviewed and adjusted, if appropriate, at each financial position date.*

*Land is stated at cost and not depreciated as the management has the opinion that it is probable that the titles can be renewed or extended upon expiration.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**j. Aset tetap (lanjutan)**

Nilai tercatat aset tetap ditelaah untuk penurunan nilai ketika peristiwa atau perubahan keadaan mengindikasikan bahwa nilai tercatatnya mungkin tidak dapat dipulihkan sepenuhnya.

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.

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.

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 Grup, diklasifikasikan sebagai properti investasi. Properti investasi juga termasuk properti yang sedang dibangun atau dikembangkan untuk digunakan di masa depan sebagai properti investasi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***j. Fixed assets (continued)***

*The carrying amounts of fixed assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.*

*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.*

*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.*

*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 Group, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as an investment property.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**k. Properti investasi (lanjutan)**

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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***k. Investment property (continued)***

*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.*

*Cost incurred then capitalized 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**l. Penurunan nilai aset non-keuangan**

Pada setiap tanggal pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas ("UPK) dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Grup mendasarkan perhitungan penurunan nilai pada rincian perhitungan prakiraan yang disusun secara terpisah untuk masing-masing UPK Grup atas aset individual yang dialokasikan. Perhitungan prakiraan ini secara umum mencakup periode selama lima tahun sesuai dengan stabilitas arus kas masing-masing UPK. Setelah periode prakiraan, proyeksi arus kas diestimasi dengan melakukan ekstrapolasi proyeksi yang dianggarkan dengan menggunakan tingkat pertumbuhan jangka panjang yang tetap.

**m. Sewa**

Grup menilai pada saat insepsi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Grup sebagai Penyewa

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa yang aset pendasarnya bernilai rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***l. Impairment of non-financial assets***

*The Group assesses at the each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, the Group makes an estimate of the asset's recoverable amount.*

*An asset's recoverable amount is the higher of an asset's or Cash Generated Unit's ("CGU") fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.*

*The Group bases its impairment calculation on detailed forecast calculations which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These forecast calculations are generally covering a period of five years in accordance with the stability of each CGU's cash flows. Beyond the forecasted period, the estimated cash flows are determined by extrapolating the forecasted cash flows using a steady long term growth rate.*

***m. Lease***

*The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for compesation.*

*The Group as Lessee*

*The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**m. Sewa (lanjutan)**

Grup sebagai Penyewa (lanjutan)

Grup mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Grup pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai.

Liabilitas sewa

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Grup dan pembayaran penalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***m. Lease (continued)***

*The Group as Lessee (continued)*

*The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.*

*If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.The right-of-use assets are also assessed for impairment.*

*Lease liabilities*

*At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.*

*The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.*

*In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**m. Sewa (lanjutan)**

Grup sebagai Penyewa (lanjutan)

Liabilitas sewa (lanjutan)

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa, atau perubahan penilaian atas opsi untuk membeli aset pendasar.

Sewa jangka pendek dan sewa dengan aset bernilai rendah. Grup 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). Grup 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.

**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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***m. Lease (continued)***

*The Group as Lessee (continued)*

*Lease liabilities (continued)*

*In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.*

*Short-term leases and leases of low-value assets. The Group 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 Group 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.*

***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.*

*Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**o. Pendapatan dan beban**

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh Grup dan jumlahnya dapat diukur secara handal. Pendapatan diukur pada nilai wajar pembayaran yang diterima, setelah dikurangi diskon dan tidak termasuk Pajak Pertambahan Nilai.

Grup menawarkan imbalan variabel berupa diskon, menggunakan metode nilai ekspektasian yang dikembangkan berdasarkan pengalaman historis, atau metode jumlah yang paling mungkin yang dikembangkan berdasarkan pengalaman historis.

Manajemen menetapkan metode estimasi untuk memastikan imbalan variabel yang kemungkinan terjadinya sangat tinggi sebagai salah satu faktor yang diperhitungkan dalam estimasi sehingga pembalikan signifikan atas jumlah pendapatan kumulatif yang telah diakui tidak akan terjadi pada saat ketidakpastian yang terkait dengan imbalan variabel tersebut terselesaikan dikemudian waktu. Sedangkan pengakuan dilakukan pada saat dokumen-dokumen pendukung telah diterima dari pelanggan-pelanggan atau pada saat besar kemungkinan bahwa diskon akan diberikan.

Piutang usaha merupakan hak Grup atas sejumlah imbalan yang tidak bersyarat (yaitu, hanya berlalunya waktu yang perlu terjadi sebelum pembayaran imbalan tersebut jatuh tempo). Lihat kebijakan akuntansi aset keuangan di bagian Instrumen Keuangan mengenai pengakuan awal dan pengukuran selanjutnya.

Penerimaan pembayaran dari jasa yang belum selesai dialihkan kepada pelanggan diakui dan dicatat sebagai deposit pasien. Deposit pasien diakui sebagai pendapatan pada saat Grup telah memenuhi apa yang harus dilaksanakan sesuai kontrak.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***o. Revenue and expense***

*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, net discounts and exclude Value Added Tax.*

*The Group estimates the variable considerations such as discounts, using expected value developed based on historical experience or using most likely amount developed based on historical experience.*

*The management established estimation method that ensure inclusion of these variable consideration only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved. Meanwhile, the recognition is made when supporting documents have been received from customers or when it is probable discount will be given.*

*Trade receivables represent the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in Financial Instruments section regarding initial recognition and subsequent measurement.*

*Payment received for the uncompleted service to be transferred to the customer are recognized and recorded as patient deposits. Patient deposits are recognized as revenue when the Group performs under the contract.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**o. Pendapatan dan beban (lanjutan)**

Pendapatan jasa layanan kesehatan diakui sepanjang waktu menggunakan metode *output* berdasarkan pengukuran langsung atas jasa yang dialihkan kepada pelanggan sampai saat ini secara relatif terhadap sisa jasa yang dijanjikan dalam kontrak. 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.

Beban diakui pada saat terjadinya (asas akrual).

**p. Imbalan kerja**

Pada bulan April 2022, DSAK IAI 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). Grup telah menerapkan siaran pers tersebut dan dengan demikian merubah kebijakan akuntansi terkait atribusi imbalan kerja pada periode jasa dari kebijakan yang telah diterapkan sebelumnya.

Pembayaran program manfaat pensiun iuran pasti diakui sebagai beban pada saat pekerja telah memberikan jasa mereka, dimana mereka memperoleh hak atas iuran. Pembayaran kepada Dana Pensiun Lembaga Keuangan diperhitungkan sebagai pembayaran untuk program iuran pasti di mana kewajiban Divisi Perkebunan Perusahaan dan anak perusahaan tertentu berdasarkan program tersebut setara dengan kewajiban yang timbul dalam program manfaat pensiun iuran pasti.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***o. Revenue and expense (continued)***

*Revenue from medical services are recognized over the time using output method on the basis of the direct measurements of the services transferred to date relative to the remaining services promised under the contract. 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.*

*Expenses are recognized when they are incurred (accrual basis).*

***p. Employee benefits***

*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 Intepretation Committee "IFRIC") Agenda Decision Attributing Benefit to Periods of Service (IAS 19). Group has adopted the said press release and accordingly changed its accounting policy regarding attribution of benefits to periods of service previously applied.*

*Payments to defined contribution retirement benefit plans are recognized as an expense when employees have rendered service entitling them to the contributions. Payments made to Dana Pensiun Lembaga Keuangan are accounted for as payments to defined contribution plans where the obligations of Company's Plantations Division and certain subsidiaries under the plans are equivalent to those arising in a defined contribution retirement benefit plan.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**p. Imbalan kerja (lanjutan)**

Grup juga mencatat penyisihan manfaat tambahan selain program dana pensiun tersebut di atas untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama dan Peraturan Pemerintah Pengganti Undang-undang tentang Cipta Kerja No. 2/2022 ("UU Cipta Kerja", (UUCK)). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "*Projected Unit Credit*".

(i) Imbalan kerja jangka pendek

Seluruh imbalan kerja jangka pendek yang terdiri dari gaji dan imbalan terkait, bonus, insentif dan imbalan kerja jangka pendek lain diakui sebagai biaya yang tidak didiskonto saat karyawan telah memberikan jasa kepada Grup.

(ii) Imbalan pasca kerja dan imbalan jangka panjang lainnya

Liabilitas neto imbalan kerja yang diakui dalam laporan posisi keuangan konsolidasi berkaitan dengan program imbalan pasti dihitung sebesar nilai kini dari estimasi imbalan yang akan diperoleh karyawan di masa depan sehubungan dengan jasa di masa sekarang dan masa lalu, dikurangi dengan nilai wajar dari aset program.

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan dengan menggunakan tingkat bunga obligasi pemerintah, yang didenominasi dalam mata uang manfaat akan dibayarkan dan yang mempunyai jangka waktu sampai dengan jatuh tempo mendekati jangka waktu kewajiban imbalan pasca kerja terkait. Obligasi pemerintah digunakan karena tidak ada pasar aktif untuk obligasi korporasi berkualitas tinggi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***p. Employee benefits (continued)***

*The Group also provides additional provisions on top of the benefits provided under the above-mentioned defined contribution pension programs in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement and Government Regulation in Lieu of Law No. 2/2022 (the "Cipta Kerja Law", (UUCK)). The additional provisions are estimated using actuarial calculations using the "Projected Unit Credit" method.*

*(i) Short-term employee benefits*

*The short-term employee benefits consist of salary and related remuneration, bonuses, incentives, and other short-term employee benefits are recognized as expense and are not discounted when the employee has provided services to the Group.*

*(ii) Post-employment benefits and other long-term employee benefits*

*The net liability for employee benefits recognized in the consolidated statement of financial position related to defined benefit plans, are carried at the present value of estimated employee benefits in the future related to the services in the present and the past, less the fair value of plan assets.*

*The present value of the defined benefits obligation is determined by discounting the estimated cash outflows in future using interest rates of government bonds, which are denominated in the currency in which the benefits will be paid and that have a term to maturity nearest the period of related post-employment benefit obligations. Government bonds are used because there is no active market for high quality corporate bonds.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**p. Imbalan kerja (lanjutan)**

(ii) Imbalan pasca kerja dan imbalan jangka panjang lainnya (lanjutan)

Aset program adalah aset yang dimiliki oleh program pensiun. Aset ini diukur pada nilai wajar pada akhir periode pelaporan.

Pengukuran kembali, terdiri atas a) keuntungan dan kerugian aktuarial, b) imbal hasil atas aset program, tidak termasuk bunga, dan c) setiap perubahan dampak batas atas aset, tidak termasuk bunga, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:

i) ketika program amandemen atau kurtailmen terjadi; dan
ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Grup mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Beban Usaha" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian *(curtailment)* tidak rutin, dan
ii) Beban atau penghasilan bunga neto.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***p. Employee benefits (continued)***

*(ii) Post-employment benefits and other long-term employee benefits*

*Plan assets are assets held by the pension plan. These assets are measured at fair value at the end of the reporting period.*

*Re-measurements, comprising of a) actuarial gains and losses, b) the return on plan assets, excluding interest, and c) the effect of asset ceiling, excluding interest, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.*

*Past service costs are recognized in profit or loss at the earlier between:*

*i) the date of the plan amendment or curtailment, and*
*ii) the date the Group recognizes related restructuring costs.*

*Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation under "Operating Expenses" as appropriate in the consolidated statement of profit or loss and other comprehensive income:*

*i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and*
*ii) Net interest expense or income.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**q. Perpajakan**

Pajak kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan pendapatan kena pajak.

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. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

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, kecuali:

i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak/rugi pajak;
ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***q. Taxation***

*Current tax*

*Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.*

*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. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.*

*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, except:*

*i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;*
*ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**q. Perpajakan (lanjutan)**

Pajak tangguhan (lanjutan)

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi pajak belum dikompensasi, dapat dimanfaatkan, kecuali:

i) jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis dan tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau

ii) dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan diturunkan apabila laba kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba kena pajak pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***q. Taxation (continued)***

*Deferred tax (continued)*

*Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:*

*i) where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or*

*ii) in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will not be reverse in the foreseeable future and taxable profit will be available against which the temporary differences 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 profit 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 at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.*

*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 relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**q. Perpajakan (lanjutan)**

Pajak tangguhan (lanjutan)

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari *item* beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 46: Pajak Penghasilan.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***q. Taxation (continued)***

*Deferred tax (continued)*

*The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.*

*Value Added Tax*

*Revenue, expenses and assets are recognized net of the amount of VAT except:*

- *Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

*The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.*

*Final Tax*

*In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses.*

*Final tax is scoped out from PSAK 46: Income Tax.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**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
iv. 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.

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 yang dipertimbangkan relevan terhadap Grup pada saat standar tersebut berlaku efektif, dan dampak penerapan standar tersebut terhadap posisi dan kinerja keuangan konsolidasian Grup masih diestimasi sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini. Kecuali disebutkan lain, Grup tidak mengharapkan adopsi pernyataan tersebut di masa depan memiliki dampak signifikan terhadap laporan keuangannya.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***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*
*iv. 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.*

*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 at the date of completion of these consolidated financial statements. Unless otherwise indicated, the Group does not expect that the future adoption of the said pronouncements to have a significant impact on its financial statements.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari 2024**

Amandemen PSAK 1: Liabilitas Jangka Panjang dengan Kovenan

Amandemen 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.

Selain itu, persyaratan telah diperkenalkan untuk mewajibkan pengungkapan ketika suatu kewajiban timbul dari pinjaman perjanjian diklasifikasikan sebagai tidak lancar dan hak entitas untuk menunda penyelesaian bergantung pada kepatuhan terhadap persyaratan di masa depan dalam waktu dua belas bulan.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 secara retrospektif dengan penerapan dini diperkenankan.

Grup saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

Amandemen PSAK 73: Liabilitas Sewa dalam Jual Beli dan Sewa-balik

Amandemen 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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (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*

*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.*

*In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.*

*The amendments are effective for annual reporting periods beginning on or after January 1, 2024 retrospectively 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.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari 2024 (lanjutan)**

Amandemen PSAK 73: Liabilitas Sewa dalam Jual Beli dan Sewa-balik (lanjutan)

Amandemen 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.

Amandemen PSAK 2 dan PSAK 60: Pengaturan Pembiayaan Pemasok

Amandemen PSAK 2 dan PSAK 60 mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas.

Amandemen ini akan berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan, namun perlu diungkapkan. Amandemen tersebut diperkirakan tidak mempunyai dampak material terhadap laporan keuangan Grup.

**Mulai efektif pada atau setelah tanggal 1 Januari 2025**

PSAK 74: Kontrak Asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan, pada saat berlaku efektif PSAK 74 akan menggantikan PSAK 62: Kontrak Asuransi. PSAK 74 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***s. Accounting standards issued but not yet effective (continued)***

***Effective beginning on or after January 1, 2024 (continued)***

*Amendment to PSAK 73: Lease Liability in a Sale and Leaseback (continued)*

*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.*

*Amendment of PSAK 2 and PSAK 60: Supplier Finance Arrangements*

*The amendments to PSAK 2 and PSAK 60 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.*

*The amendments will be effective for annual reporting periods beginning on or after January 1, 2024. Early adoption is permitted, but will need to be disclosed.The amendments are not expected to have a material impact on the Group's financial statements.*

***Effective beginning on or after January 1, 2025***

*PSAK 74: Insurance Contracts*

*A comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure, upon its effective date, PSAK 74 will replace PSAK 62: Insurance Contracts. PSAK 74 applies to all types of insurance contracts, life, non-life, direct insurance and re-insurance, regardless of the entities issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, while a few scope exceptions will apply.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari 2025 (lanjutan)**

PSAK 74: Kontrak Asuransi (lanjutan)

Tujuan keseluruhan dari PSAK 74 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur. PSAK 74 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah tanggal 1 Januari 2025, dengan mensyaratkan angka komparatif. Penerapan dini diperkenankan bila entitas juga menerapkan PSAK 71 dan PSAK 72 pada atau sebelum tanggal penerapan awal PSAK 74. Standar ini tidak diharapkan memiliki dampak pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***s. Accounting standards issued but not yet effective (continued)***

***Effective beginning on or after January 1, 2025 (continued)***

*PSAK 74: Insurance Contracts (continued)*

*The overall objective of PSAK 74 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. PSAK 74 is effective for reporting periods beginning on or after January 1, 2025, with comparative figures required. Early application is permitted, provided the entity also applies PSAK 71 and PSAK 72 on or before the date of initial application of PSAK 74. This standard is not expected to have any impact to the financial reporting of the Group upon first-time adoption.*

**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:

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.

***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:*

*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.*

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

**Pertimbangan (lanjutan)**

Perpajakan (lanjutan)

Grup mengakui liabilitas untuk masalah pajak penghasilan badan berdasarkan perkiraan apakah tambahan pajak penghasilan badan akan jatuh tempo.

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan dikembalikan oleh Kantor Pajak. Penjelasan lebih lanjut atas akun ini diungkapkan pada Catatan 14.

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 (continued)*

*The Group recognize liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.*

*Claims for Tax Refund and Tax Assessments Under Appeal*

*Based on the tax regulations currently enacted, the management judged if the amounts recorded under the above account are recoverable and refundable by the Tax Office. Further explanations regarding this account are provided in Note 14.*

*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)**

**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)***

***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.

***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.*

## 3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

**Estimasi dan asumsi (lanjutan)**

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.

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*

*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.*

*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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Kas | 3.124 | 2.865 | *Cash on hand* |
| Bank | | | *Cash in banks* |
| Pihak berelasi (Catatan 29) | 613.658 | 1.011.819 | *Related parties (Note 29)* |
| Pihak ketiga | 31.841 | 15.947 | *Third parties* |
| Deposito berjangka | | | *Time deposits* |
| Pihak berelasi (Catatan 29) | 515.421 | 548.550 | *Related parties (Note 29)* |
| Pihak ketiga | 114.930 | 94.127 | *Third parties* |
| **Total** | **1.278.974** | **1.673.308** | ***Total*** |

Tingkat suku bunga per tahun deposito berjangka selama tahun 2023 dan 2022 berkisar dari 1,25% - 6,90% dan 2,25% - 4,75%

*Annual interest rate of deposits during the year 2023 and 2022 ranged from 1.25% - 6.90% and 2.25% - 4.75%.*

## 5. ASET KEUANGAN LAINNYA / *5. OTHER FINANCIAL ASSETS*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Deposito berjangka | 12.402 | 9.602 | *Time deposits* |

Deposito berjangka milik PT Pelindo Husada Citra yang ditempatkan di PT Muamalat Indonesia dan PT Bank Syariah Indonesia per 31 Desember 2023 dan 2022 sebesar Rp8.000 dan Rp5.000 untuk investasi jangka pendek.

*Time deposits of PT Pelindo Husada Citra placed in PT Muamalat Indonesia and PT Bank Syariah Indonesia as of December 31, 2023 and 2022 amounting to Rp8,000 and Rp5,000 for short-term investment.*

Deposito berjangka milik PT Rumah Sakit Pelabuhan yang ditempatkan di PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk per 31 Desember 2023 dan 2022 sebesar Rp4.402 yang digunakan untuk pelayanan kesehatan karyawan Pelindo.

*Time deposits of PT Rumah Sakit Pelabuhan placed in PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk as of December 31, 2023 and 2022 amounting to Rp4,402 is used for* medical *service of Pelindo's.*

Deposito berjangka milik PT Bakti Timah Medika yang ditempatkan di PT Bank Mandiri (Persero) per 31 Desember 2023 dan 2022 sebesar RpNihil dan Rp200 yang digunakan untuk investasi jangka pendek.

*Time deposits of PT Bakti Timah Medika placed in PT Bank Mandiri (Persero) as of December 31, 2023 and 2022 amounting to RpNil and Rp200 is used for short-term investment.*

## 6. PIUTANG USAHA, NETO / *6. TRADE RECEIVABLES, NET*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Piutang usaha | | | *Trade receivables* |
| Pihak berelasi (Catatan 29) | 661.691 | 733.683 | *Related parties (Note 29)* |
| Pihak ketiga | 908.896 | 783.242 | *Third parties* |
| | 1.570.587 | 1.516.925 | |
| Dikurangi: | | | *Less:* |
| Cadangan penurunan nilai | (192.144) | (258.226) | *Allowance for impairment losses* |
| **Piutang usaha, neto** | **1.378.443** | **1.258.699** | ***Trade receivables, net*** |

Analisa umur piutang usaha adalah sebagai berikut:

*The aging analysis of trade receivables are as follows:*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Belum jatuh tempo | 546.712 | 461.540 | *Not yet due* |
| Lewat jatuh tempo | | | *Past due* |
| 1 sampai 3 bulan | 596.589 | 566.720 | *1 to 3 months* |
| 3 sampai 6 bulan | 111.641 | 93.315 | *3 to 6 months* |
| 6 sampai 12 bulan | 71.699 | 116.954 | *6 to 12 months* |
| lebih dari 1 tahun | 243.946 | 278.396 | *more than 1 year* |
| **Total** | **1.570.587** | **1.516.925** | ***Total*** |

## 6. PIUTANG USAHA, NETO (lanjutan)

## *6. TRADE RECEIVABLES, NET (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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Saldo pada awal tahun | 258.226 | 307.599 | *Balance at beginning of the year* |
| Penyisihan/(pembalikan) tahun berjalan (Catatan 26) | (66.082) | (49.373) | *Allowance/(reversal) during the year (Note 26)* |
| **Saldo pada akhir tahun** | **192.144** | **258.226** | ***Balance at ending of the year*** |

Manajemen Grup berkeyakinan bahwa cadangan penurunan nilai piutang usaha tanggal 31 Desember 2023 dan 2022 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, 2023 and 2022 are adequate to cover possible losses from uncollectible accounts.*

Pada tanggal 31 Desember 2023 dan 2022, sebagian piutang usaha milik Grup dijadikan sebagai jaminan.

*As of December 31, 2023 and 2022, 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.*

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.*

## 7. PERSEDIAAN

## *7. INVENTORIES*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Obat jadi | 60.142 | 53.889 | *Medicines* |
| Perlengkapan medis | 18.910 | 20.751 | *Medical supplies* |
| Barang umum | 2.667 | 2.838 | *General goods* |
| Bahan obat | 2.608 | 1.935 | *Medical Material* |
| Lainnya | 1.863 | 4.012 | *Others* |
| **Total** | **86.190** | **83.425** | ***Total*** |

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 2023 dan 2022.

*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, 2023 and 2022.*

## 8. ASET KEUANGAN YANG DIBATASI PENGGUNAANNYA / *8. RESTRICTED FINANCIAL ASSETS*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Bank | 478 | 612.380 | *Cash in bank* |
| Deposito berjangka | 55.000 | 57.255 | *Time deposits* |
| Lain-lain | 7.523 | 7.069 | *Others* |
| **Total** | **63.001** | **676.704** | ***Total*** |

Tingkat bunga per tahun dari aset yang dibatasi penggunaanya selama 2023 dan 2022 berkisar 6,30% - 10,50% dan 2,25% - 4%.

*Interest rates per annum of restricted assets for 2023 and 2022 ranged from 6.30% - 10.50% and 2.25% - 4%.*

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. Pada tanggal 20 Desember 2023, Perusahaan telah mengembalikan dana dari PT Bio Farma (Persero). Per 31 Desember 2023, terdapat hasil pengembangan bunga atas dana pinjaman dari PT Bio Farma (Persero) sebesar Rp478. Perusahaan telah mengembalikan hasil pengembangan bunga kepada PT Bio Farma (Persero) pada tanggal 2 Januari 2024 (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. On December 20, 2023 the Company has returned all loan funds from PT Bio Farma (Persero). As of December 31, 2023, there is an interest development on loan funds from PT Bio Farma (Persero) amounting to Rp478. The company has returned the interest development proceeds to PT Bio Farma (Persero) on January 2, 2024 (Note 20).*

Deposito berjangka milik PT Pertamina Bina Medika IHC pada tanggal 31 Desember 2023 dan 2022 sebesar Rp55.000 ditempatkan di PT Bank Rakyat Indonesia (Persero) dan dibatasi penggunaannya untuk dana pensiun.

*Time deposits of PT Pertamina Bina Medika IHC as of December 31, 2023 and 2022 amounted to 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 2023 dan 2022 sebesar RpNihil dan 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, 2023 and 2022 amounted to RpNil and Rp2,255, restricted to its use for collateral for bank loan (Note 18).*

## 9. PROPERTI INVESTASI, NETO / *9. INVESTMENT PROPERTY, NET*

Rekonsiliasi nilai wajar properti investasi adalah sebagai berikut:

*Reconciliation of the fair value of investment properties is as follow:*

| | 31 Desember 2023/*December 31,2023* | | | | | |
|---|---|---|---|---|---|---|
| | Saldo awal/ *Beginning balance* | Penambahan/ *Additions* | Reklasifikasi / *Reclassification* | Revaluasi/ *Revaluation* | Saldo akhir/ *Ending balance* | |
| Pemilikan langsung: | | | | | | *Direct acquisitions:* |
| Tanah | 160.399 | - | 24.210 | 7.376 | 191.985 | *Land* |
| Bangunan | 12.461 | - | 1.067 | 102 | 13.630 | *Building* |
| | **172.860** | **-** | **25.277** | **7.478** | **205.615** | |

## 9. PROPERTI INVESTASI, NETO (lanjutan)

Rekonsiliasi nilai wajar properti investasi adalah sebagai berikut: (lanjutan)

## *9. INVESTMENT PROPERTY, NET (continued)*

*Reconciliation of the fair value of investment properties is as follow: (continued)*

| | 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** | |

Pada tanggal 31 Desember 2023 dan 2022, manajemen Group berkeyakinan bahwa tidak ada indikasi penurunan nilai properti investasi.

*As of December 31, 2023 and 2022, 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, NETO

## *10. FIXED ASSETS, NET*

| | 31 Desember 2023/*December 31, 2023* | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo awal/ *Beginning balance*** | **Penambahan/ *Additions*** | **Pengurangan/ *Disposals*** | **Reklasifikasi/ *Reclassification*** | **Saldo akhir/ *Ending balance*** | |
| **Biaya perolehan** | | | | | | ***Cost*** |
| Pemilikan langsung: | | | | | | *Direct acquisitions:* |
| Tanah | 601.278 | 1.148 | - | (15.710) | 586.716 | *Land* |
| Gedung dan bangunan | 1.890.527 | 86.876 | (14.059) | 409.198 | 2.372.542 | *Buildings and improvements* |
| Kendaraan dan ambulan | 64.846 | 6.210 | (709) | - | 70.347 | *Vehicles and ambulance* |
| Peralatan kantor | 205.441 | 10.885 | (3.317) | 4.658 | 217.667 | *Office equipment* |
| Peralatan medis | 1.707.897 | 126.140 | (23.135) | 182.279 | 1.993.181 | *Medical equipment* |
| Peralatan teknik | 252.101 | 37.120 | (2.846) | - | 286.375 | *Engineering equipment* |
| Aset dalam penyelesaian | 314.422 | 706.960 | (357) | (605.896) | 415.129 | *Construction in progress* |
| | 5.036.512 | 975.339 | (44.423) | (25.471) | 5.941.957 | |
| **Akumulasi penyusutan** | | | | | | ***Accumulated depreciation*** |
| Pemilikan langsung: | | | | | | *Direct acquisitions:* |
| Gedung dan bangunan | 609.114 | 99.947 | (1.144) | - | 707.917 | *Buildings and improvements* |
| Kendaraan dan ambulan | 52.946 | 24.435 | (20.069) | - | 57.312 | *Vehicles and ambulance* |
| Peralatan kantor | 155.569 | 20.578 | (697) | - | 175.450 | *Office Equipment* |
| Peralatan medis | 1.090.972 | 174.441 | (20.541) | - | 1.244.872 | *Medical equipment* |
| Peralatan teknik | 209.427 | 20.394 | (1.637) | - | 228.184 | *Engineering equipment* |
| | 2.118.028 | 339.795 | (44.088) | - | 2.413.735 | |
| Pencadangan kerugian penurunan nilai aset tetap | (32.123) | - | - | - | (32.123) | Provision for impairment loss *of fixed asset* |
| **Nilai buku neto** | **2.886.361** | | | | **3.496.099** | ***Net book value*** |

## 10. ASET TETAP, NETO (lanjutan)

## *10. FIXED ASSETS, NET (continued)*

| | 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*** |

Beban penyusutan dicatat sebagai beban operasi (Catatan 26).

*Depreciation expense was recorded as operating expense (Note 26).*

Aset dalam penyelesaian tahun 2023 adalah pembangunan gedung Rumah Sakit Padjadjaran Bandung, Bali International Hospital, Rumah 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 2023 represents the development of the Padjadjaran 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.*

Rincian aset dalam penyelesaian adalah sebagai berikut:

*The details of construction in progress are as follows:*

| | Perkiraan % Penyelesaian/ *Estimated % of Completion* | *Jumlah Tercatat/ Carrying Amount* | Tahun Perkiraan Penyelesaian/ *Estimated Year of Completion* | |
|---|---|---|---|---|
| **Pada 31 Desember 2023** | | | | ***As of December 31, 2023*** |
| Gedung dan bangunan | 59% | 406.603 | 2025 | *Buildings and improvements* |
| Peralatan teknik | 67,5% | 1.897 | 2024 | *Technical equipment* |
| Peralatan medis | 45,5% | 4.533 | 2024 | *Medical equipment* |
| **Pada 31 Desember 2022** | | | | ***As of December 31, 2022*** |
| Gedung dan bangunan | 29,5% | 309.257 | 2024 | *Buildings and improvements* |
| Peralatan kantor | 100% | 717 | 2023 | *Office equipment* |
| Peralatan teknik | 35% | 3.806 | 2024 | *Technical equipment* |
| Peralatan medis | 20% | 641 | 2024 | *Medical equipment* |

## 10. ASET TETAP, NETO (lanjutan)

Pada tahun 2023 dan 2022, Perusahaan melakukan pencadangan atas aset tetap sehubungan dengan pemberhentian operasional rumah sakit modular milik Rumah Sakit Pertamina Jaya sebesar Rp32.123.

Laba (rugi) pelepasan aset tetap adalah senilai Rp146 dan Rp133 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Pada tanggal 31 Desember 2023 dan 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 Rp1.373.477 dan Rp1.325.985.

Pada tanggal 31 Desember 2023 dan 2022, sebagian aset tetap milik Grup dijadikan sebagai jaminan (Catatan 18).

## *10. FIXED ASSETS, NET (continued)*

*In year 2023 and 2022, the company reserved a fixed asset due to discontinuation of operation modular hospital building owned by Pertamina Jaya Hospital amounted to Rp32,123.*

*Gain (loss) on disposal of fixed assets amounted to Rp146 and Rp133 as of December 31, 2023 and 2022, respectively.*

*As of December 31, 2023 and 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 Rp1,373,477 and Rp1,325,985.*

*As of December 31, 2023 and 2022, certain the Group's fixed assets were used as collateral (Note 18).*

## 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 2023/*December 31, 2023* | | | | |
|---|---|---|---|---|---|
| | Saldo awal/ *Beginning balance* | Penambahan/ *Additional* | Pengurangan/ *Deduction* | Saldo akhir/ *Ending balance* | |
| **Harga perolehan** | | | | | ***Cost*** |
| Tanah | 413.057 | 29.189 | (39.506) | 402.740 | *Land* |
| Bangunan | 24.623 | 41.258 | (15.142) | 50.739 | *Buildings* |
| Peralatan kantor | 24.972 | 3.814 | (1.369) | 27.417 | *Buildings* |
| Peralatan medis | 39.930 | 16.325 | (28.511) | 27.744 | *Buildings* |
| Kendaraan | 48.669 | 2.883 | (250) | 51.302 | *Vehicles* |
| | 551.251 | 93.469 | (84.778) | 559.942 | |
| **Akumulasi penyusutan** | | | | | ***Accumulated depreciation*** |
| Tanah | 11.771 | 18.448 | (8.356) | 21.863 | *Land* |
| Bangunan | 8.720 | 8.719 | (4.993) | 12.446 | *Buildings* |
| Peralatan kantor | 8.689 | 6.590 | (1.383) | 13.896 | *Office equipment* |
| Peralatan medis | 20.627 | 22.720 | (21.397) | 21.950 | *Medical equipment* |
| Kendaraan | 21.816 | 1.910 | (1.941) | 21.785 | *Vehicles* |
| | 71.623 | 58.387 | (38.070) | 91.940 | |
| **Nilai buku** | **479.682** | | | **468.002** | ***Net book value*** |

## 11. ASET HAK GUNA, NETO (lanjutan)

Rincian aset hak guna adalah sebagai berikut: (lanjutan)

## *11. RIGHT OF USE ASSETS, NET (continued)*

*The details of right of use assets are as follows: (continued)*

**31 Desember 2022/*December 31, 2022***

| | Saldo awal/ *Beginning balance* | 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*** |

Beban penyusutan dicatat sebagai beban operasi (Catatan 26).

*Depreciation expense was recorded as operating expense (Note 26).*

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 2023 / *December 31, 2023***

| | Saldo awal/ *Beginning balance* | Penambahan/ *Additions* | Pengurangan/ *Disposals* | Beban bunga/ *Interest expenses* | Pembayaran/ *Payments* | Penyesuaian/ *Adjustment* | Saldo akhir/ *Ending balance* | |
|---|---|---|---|---|---|---|---|---|
| Liabilitas sewa | 228.796 | 77.934 | (39.926) | 16.658 | (42.480) | - | 240.982 | Lease liabilities |

**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 |

Utang sewa berdasarkan jangka waktu:

Lease payables on time basis:

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Jangka pendek | 49.652 | 39.539 | *Current portion* |
| Jangka panjang | 191.330 | 189.257 | *Non-current portion* |
| **Total** | **240.982** | **228.796** | ***Total*** |

## 12. UTANG USAHA / *12. TRADE PAYABLES*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pihak ketiga | 542.022 | 461.245 | *Third parties* |
| Pihak berelasi (Catatan 29) | 66.103 | 56.422 | *Related parties (Note 29)* |
| **Total** | **608.125** | **517.667** | ***Total*** |

## 13. UTANG LAIN-LAIN / *13. OTHER PAYABLES*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pihak ketiga | 322.723 | 368.707 | *Third parties* |

## 14. PERPAJAKAN / *14. TAXATION*

### a. Pajak dibayar dimuka / *a. Prepaid taxes*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pajak pertambahan nilai, neto | 1.687 | 2.150 | *Value added tax, net* |
| Pajak penghasilan Pasal 22 | 97 | - | *Prepaid tax Article 22* |
| Pajak penghasilan Pasal 4 ayat 2 | 93 | 6 | *Prepaid tax Article 4 art 2* |
| Pajak penghasilan Pasal 23 | 12 | - | *Prepaid tax Article 23* |
| **Total** | **1.889** | **2.156** | ***Total*** |

### b. Utang pajak / *b. Taxes payable*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pajak penghasilan badan | | | *Income tax* |
| Perusahaan | 2.581 | - | *Company* |
| Entitas anak | 9.967 | 14.240 | *Subsidiaries* |
| Sub total | 12.548 | 14.240 | *Sub total* |
| Pajak penghasilan | | | *Income tax* |
| Pasal 21 | 22.802 | 25.665 | *Article 21* |
| Pasal 23 | 611 | 903 | *Article 23* |
| Pasal 25 | 3.300 | - | *Article 25* |
| Pasal 4 ayat 2 | 2.796 | 3.939 | *Article 4 art. 2* |
| Pajak bumi bangunan | 3.601 | - | *Land and building tax* |
| Pajak restoran (PB 1) | 16 | 17 | *restaurant tax (PB 1)* |
| Sub total | 33.126 | 30.524 | *Sub total* |
| Pajak pertambahan nilai | 3.064 | 5.592 | *Value added tax* |
| **Total** | **48.738** | **50.356** | ***Total*** |

## 14. PERPAJAKAN (lanjutan)

## *14. TAXATION (continued)*

### c. Beban pajak penghasilan

### *c. Income tax expense*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Perusahaan | | | *Company* |
| Kini | 27.074 | 14.439 | *Current* |
| Tangguhan | (19.081) | (6.229) | *Deferred* |
| Penyesuaian tahun sebelumnya | (2.194) | - | *Tax for the prior period* |
| | 5.799 | 8.210 | |
| Entitas anak | | | *Subsidiaries* |
| Kini | 74.498 | 59.223 | *Current* |
| Tangguhan | 15.010 | 949 | *Deferred* |
| | 89.508 | 60.172 | |
| **Total** | **95.307** | **68.382** | ***Total*** |

Rekonsiliasi antara laba sebelum beban pajak dan taksiran pajak penghasilan kena pajak untuk tahun 2023 dan 2022 adalah sebagai berikut:

*The reconciliation between income before tax expense and the estimated taxable income in 2023 and 2022 is as follows:*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Laba sebelum pajak penghasilan | 396.102 | 252.582 | *Profit before income tax* |
| Laba entitas anak sebelum taksiran pajak penghasilan badan entitas anak | (358.407) | (242.270) | *Income before income tax expense of subsidiaries* |
| Penyesuaian eliminasi konsolidasi | 153.111 | 108.309 | *Adjustment of consolidation elimination* |
| **Laba perusahaan sebelum beban pajak penghasilan** | **190.806** | **118.621** | ***Income before income tax attributable to the company*** |
| Beban pajak berdasarkan tarif pajak yang berlaku | 41.977 | 26.097 | *Tax expense based on applicable tax rate* |
| Pengaruh pajak atas beda tetap | (33.984) | (17.887) | *Tax effect on the permanent difference* |
| Penyesuaian tahun sebelumnya | (2.194) | - | *Tax for the prior period* |
| Beban pajak penghasilan | | | *Income tax expense* |
| - Perusahaan | 5.799 | 8.210 | *- the Company* |
| - entitas anak | 89.508 | 60.172 | *- subsidiaries* |
| **Beban pajak penghasilan konsolidasian** | **(95.307)** | **(68.382)** | ***Consolidated Income tax expense*** |

**14. PERPAJAKAN (lanjutan)** / ***14. TAXATION (continued)***

**d. Pajak kini** / ***d. Current tax***

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| **Laba konsolidasi sebelum beban pajak penghasilan** | **396.102** | **252.582** | ***Consolidated profit before income tax expense*** |
| Laba entitas anak sebelum taksiran pajak penghasilan badan entitas anak | (358.407) | (242.270) | *Income before income tax expense of subsidiaries* |
| Penyesuaian eliminasi konsolidasi | 153.111 | 108.309 | *Adjustment of consolidation elimination* |
| **Laba perusahaan sebelum beban pajak penghasilan** | **190.806** | **118.621** | ***Income before income tax attributable to the company*** |
| Perbedaan temporer: | | | *Temporary differences:* |
| Beban imbalan pasca-kerja | 40.469 | 84.846 | *Post-employee benefits expense* |
| Beban karyawan dan insentif jasa dan dokter | (31.392) | (51.661) | *Employee cost and doctor's incentives* |
| Penyusutan aset tetap | 99.767 | 24.615 | *Depreciation of fixed assets* |
| Penyisihan penurunan nilai piutang usaha | (25.457) | (31.221) | *Provision for impairment losses of trade receivables* |
| Hak guna aset | 3.345 | 1.734 | *Right of use assets* |
| Perbedaan tetap: | | | *Permanent differences:* |
| Pendapatan kena pajak final | (11.670) | (30.058) | *Income subject to final tax* |
| Pendapatan bunga yang tidak diakui | (449) | - | *Non-recognized interest income* |
| Serap laba dari entitas anak | (164.951) | (89.491) | *Absorb profit from subsidiaries* |
| Beban yang tidak dapat diperhitungkan | 19.786 | 36.541 | *Non-deductible expenses* |
| Beban pajak | 2.811 | 1.706 | *Tax expense* |
| **Taksiran laba kena pajak** | **123.065** | **65.632** | ***Estimated taxable income*** |
| **Beban pajak kini** | **27.074** | **14.439** | ***Current tax expense*** |
| Pajak penghasilan dibayar di muka: | | | *Prepayment of income taxes:* |
| Pajak penghasilan pasal 22 | 38 | 12 | *Income tax article 22* |
| Pajak penghasilan pasal 23/26 | 1.714 | 916 | *Income tax article 23/26* |
| Pajak penghasilan pasal 25 | 22.741 | 59.560 | *Income tax article 25* |
| | **24.493** | **60.488** | |
| **Taksiran tagihan/(kurang bayar) pajak penghasilan badan** | | | ***Estimated corporate income tax over/(under) payment*** |
| - Perusahaan | (2.581) | - | *- the Company* |
| - Entitas anak | (9.967) | (14.240) | *- Subsidiaries* |
| **Total** | **(12.548)** | **(14.240)** | ***Total*** |
| - Perusahaan | 9.904 | 46.049 | *- the Company* |
| - Entitas anak | 8.423 | 11.322 | *- Subsidiaries* |
| **Total** | **18.327** | **57.371** | ***Total*** |

## 14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

### e. Taksiran tagihan pajak penghasilan / *e. Estimated claims for tax refund*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pajak penghasilan badan | | | *Corporate income tax* |
| Perusahaan | | | *Company* |
| 2022 | 55.953 | 46.049 | *2022* |
| Entitas anak | | | *Subsidiaries* |
| 2023 | 8.423 | - | *2022* |
| 2022 | 11.322 | 11.322 | *2021* |
| **Total** | **75.698** | **57.371** | ***Total*** |

### f. Pajak tangguhan / *f. Deferred tax*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| **Aset pajak tangguhan** | | | ***Deferred tax asset*** |
| Perusahaan | | | *Company* |
| Piutang usaha | 23.718 | 29.318 | *Trade receivables* |
| Liabilitas imbalan pasti | 97.864 | 90.971 | *Benefits liability* |
| Aset tetap | 24.347 | 2.398 | *Fixed assets* |
| Akrual untuk beban pegawai dan insentif jasa dokter | 9.092 | 15.999 | *Accrual for employee cost and doctor's incentive* |
| Aset hak guna | 901 | 165 | *Right of use asset* |
| Aset pajak tangguhan perusahaan, bersih | 155.922 | 138.851 | *Deferred tax asset of the Company, net* |
| Aset pajak tangguhan entitas anak, bersih | 91.931 | 109.703 | *Deferred tax asset of subsidiaries, net* |
| **Aset pajak tangguhan konsolidasian, bersih** | **247.853** | **248.554** | ***Consolidated Deferred tax asset, net*** |
| Liabilitas pajak tangguhan entitas anak, bersih | **2** | **-** | *Deferred tax liability of subsidiaries, net* |

**14. PERPAJAKAN (lanjutan)**

PT Krakatau Medika ("KM")

Tahun pajak 2018

Pada bulan Juni 2020 dan September 2021, KM menerima SKPKB untuk tahun 2018 atas pajak penghasilan badan sebesar Rp776 dan SKPKB atas PPN dan pajak penghasilan lainnya sebesar Rp4.406. Pada tahun 2020, KM sudah membebankan SKPKB atas PPN dan pajak penghasilan lainnya sebesar Rp1.326 pada beban operasi di laporan laba rugi.

Pada tahun 2021, KM telah mencatat SKPKB atas pajak penghasilan badan sebesar Rp249 pada akun "beban pajak penghasilan" dan SKPKB atas PPN dan pajak penghasilan lainnya sebesar Rp90 pada akun "beban lain-lain". Saldo sisa sebesar Rp3.517 ditagihkan kepada pemegang saham lama yang melepaskan sahamnya.

KM telah membebankan nilai taksiran tagihan pajak penghasilan badan tahun 2018 sebesar Rp204 pada akun "beban pajak penghasilan" dalam laporan laba rugi tahun 2021.

Pada tahun 2023, KM telah membayar kekurangan SKPKB sebesar Rp1.706 dengan rincian proporsional sebagai berikut: PT KIEC sebesar Rp393, PT KBS sebesar Rp283, PT KS sebesar Rp480 serta beban dari KM sebesar Rp548. Secara bersamaan KM membayar denda atas SKPKB tersebut berupa STP sebesar Rp1.023 dengan rincian proporsional sebagai berikut: PT KIEC sebesar Rp235, PT KBS sebesar Rp170, PT KS sebesar Rp288 serta beban dari KM sebesar Rp328.

Pengalokasian beban pajak kepada pemegang saham lama yang melepaskan sahamnya tersebut di atas berdasarkan "Perjanjian Pengambilalihan Saham Bersyarat" tanggal 30 Juni 2020 yang menyatakan pemegang saham lama (PT Krakatau Steel, PT Krakatau Bandar Samudera, dan PT Krakatau Industrial Estate Cilegon) yang menjual kepemilikan sahamnya akan bertanggung jawab atas seluruh kewajiban pajak apapun yang terkait dari hasil pemeriksaan pajak 2015 sampai dengan tahun pajak 2019.

***14. TAXATION (continued)***

*PT Krakatau Medika ("KM")*

*Fiscal year 2018*

*In June 2020 and September 2021, KM received SKPKB for 2018 for corporate income tax amounting to Rp776 and SKPKB for VAT and other income taxes amounting to Rp4,406. In 2020, KM has charged SKPKB for VAT and other income taxes amounting to Rp1,326 to operating expenses in the statement of profit or loss.*

*In 2021, KM has recorded SKPKB for corporate income tax amounting to Rp249 in the "income tax expense" account and SKPKB for VAT and other income taxes amounting to Rp90 in the "other expense" account. The remaining balance of Rp3,517 was billed to the previous shareholders who sold their shares.*

*KM has expensed the estimated claim for 2018's corporate income tax amounting to Rp204 in the "income tax expense" account in the 2021 statement of profit or loss.*

*In 2023, KM has paid the SKPKB amounting to Rp1,706 with proportional details as follows: PT KIEC of Rp393, PT KBS of Rp283, PT KS of Rp480 and expenses from KM amounting to Rp548. Simultaneously KM pays a fine for the SKPKB in the form of STP of Rp1,023 with proportional details as follows: PT KIEC of Rp235, PT KBS of Rp170, PT KS of Rp288 and expenses from KM amounting to Rp328.*

*The allocation of the tax burden to the former shareholders who disposed of the shares mentioned above is based on the "Conditional Shares Takeover Agreement" dated June 30, 2020 which states that the old shareholders (PT Krakatau Steel, PT Krakatau Bandar Samudera, and PT Krakatau Industrial Estate Cilegon) sold their shareholdings will be responsible for all tax obligations related to the results of the 2015 tax audit up to the 2019 fiscal year.*

## 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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Beban operasional | 191.247 | 429.593 | *Operating expenses* |
| Beban pegawai | 158.621 | 152.479 | *Employee expenses* |
| Beban sewa | 49.032 | 38.108 | *Rent expenses* |
| Beban umum | 42.299 | 28.067 | *General expenses* |
| Pembelian obat | 34.891 | 38.117 | *Medicine purchases* |
| Lain-lain | 50.506 | 48.063 | *Others* |
| **Total** | **526.596** | **734.427** | ***Total*** |

## 16. PENDAPATAN DITERIMA DIMUKA / *16. UNEARNED REVENUE*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Pendapatan diterima dimuka lainnya | 63.222 | 106.883 | *Other unearned revenue* |
| Deposit pasien | 6.323 | 11.402 | *Patients deposits* |
| **Total** | **69.545** | **118.285** | ***Total*** |

## 17. UTANG BANK JANGKA PENDEK

## *17. SHORT TERM BANK LOAN*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| PT Bank Mandiri (Persero) Tbk | 150.000 | - | *PT Bank Mandiri (Persero) Tbk* |
| PT Bank Syariah Indonesia (Persero) Tbk | 6.221 | 6.221 | *PT Bank Syariah Indonesia (Persero) Tbk* |
| **Total** | **156.221** | **6.221** | ***Total*** |

PT Bank Mandiri (Persero) Tbk ("Mandiri")

PT Pertamina Bina Medika IHC ("Perusahaan")

Pada tanggal 17 November 2023, Perusahaan memperoleh fasilitas utang bank jangka pendek dari PT Bank Mandiri (Persero) Tbk, dengan jumlah maksimum Rp300.000 sesuai Perjanjian Kredit Jangka Pendek No. WCO.KP/2052/KJP/2023.KP/55 dihadapan Notaris Siti Rohmah Caryana di Jakarta Selatan. Fasilitas ini digunakan untuk Pinjaman Modal Kerja. Jangka waktu fasilitas ini selama satu tahun dan dapat diperpanjang kembali (*revolving*). Pada tanggal 31 Desember 2023 dan 2022, saldo fasilitas pinjaman ini sebesar Rp150.000 dan RpNihil.

Perjanjian pinjaman juga mewajibkan Perusahaan untuk menjaga kinerja keuangan dengan indikator keuangan: rasio hutang terhadap ekuitas maksimal 2x, rasio EBITDA terhadap hutang bunga minimal 2x.

Pada tanggal 31 Desember 2023, Perusahaan telah memenuhi seluruh persyaratan dan pembatasan sesuai dengan perjanjian pinjaman bank.

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni ("Pelni")

Pada tanggal 28 Maret 2018, Pelni, entitas anak, memperoleh fasilitas kredit Musyarakah dari BSI dengan jumlah maksimum Rp43.000 sesuai Akad Perjanjian Line Facility No. 02 dihadapan Notaris Yulizar Azhar di Jakarta Selatan. Fasilitas Musyarakah ini digunakan untuk Pinjaman Modal Kerja. Jangka waktu fasilitas ini selama satu tahun dan dapat diperpanjang kembali (revolving). Fasilitas ini dijaminkan dengan piutang usaha senilai Rp53.000, tanah dan bangunan dan alat cath lab. Pada tanggal 31 Desember 2023 dan 2022, saldo fasilitas pinjaman ini sebesar Rp6.221. Fasilitas ini diperpanjang sampai dengan tanggal 7 Maret 2024 dan belum diperpanjang sampai dengan tanggal terbit laporan keuangan.

*PT Bank Mandiri (Persero) Tbk ("Mandiri")*

*PT Pertamina Bina Medika IHC ("the Company")*

*On November 17, 2023, the Company obtained short tem credit facility from PT Bank Mandiri (Persero) Tbk, with a maximum amount of Rp300,000 in accordance with Short Term Facility Agreement No. WCO.KP/2052/KJP/2023.KP/55 in front of Notary Siti Rohmah Caryana in South Jakarta. This credit facility is used for Working Capital Purposes. The duration of credit facility is one year and can be extended (revolving). As of December 31, 2023 and 2022, the outstanding balance of this facility is amounting to Rp150,000 and RpNill.*

*The loan agreement also requires the Company to maintain its financial performance with financial indicator: debt to equity ratio of maximum 2x, EBITDA to interest payable ratio of minimal 2x.*

*As of December 31, 2023, the Company has complied with all the requirements and restrictions in accordance with the bank loan agreements.*

*PT Bank Syariah Indonesia ("BSI")*

*PT Rumah Sakit Pelni ("Pelni")*

*On March 28, 2018, Pelni, a subsidiary, obtained Musyarakah credit facility from BSI with a maximum amount of Rp43,000 in accordance with Line Facility Agreement No. 02 in front of Notary Yulizar Azhar in South Jakarta. This Musyarakah facility is used for Working Capital Purposes. The duration of credit facility is one year and can be extended (revolving). This facility was secured by trade receivables of Rp53,000, land and building and cath lab tools. As of December 31, 2023 and 2022, the outstanding balance of this facility is amounting to Rp6,221. This facility is extended until March 7, 2024 and has not been extended until the issuance date of the financial statement.*

## 17. UTANG BANK JANGKA PENDEK (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Rumah Sakit Pelni (“Pelni”) (lanjutan)

Perjanjian pinjaman juga mewajibkan Pelni untuk menjaga kinerja keuangan dengan indikator keuangan: rasio lancar lebih dari 1.1, rasio cakupan hutang minimal 120%, rasio hutang terhadap ekuitas maksimal 233%, EBITDA dan laba bersih positif.

Pada tanggal 31 Desember 2023 dan 2022, Pelni telah memenuhi seluruh persyaratan dan pembatasan sesuai dengan perjanjian pinjaman bank.

## *17. SHORT TERM BANK LOAN (continued)*

*PT Bank Syariah Indonesia (“BSI”) (continued)*

*PT Rumah Sakit Pelni (“Pelni”) (continued)*

*The loan agreement also requires Pelni to maintain its financial performance with financial indicator: current ratio of more than 1.1, debt service coverage ratio of minimal 120%, debt to equity ratio of maximum 233% positive EBITDA and net income.*

*As of December 31, 2023 and 2022, Pelni has complied with all the requirements and restrictions in accordance with the bank loan agreements.*

## 18. UTANG BANK JANGKA PANJANG

Akun ini terdiri dari:

## *18. LONG-TERM BANK LOAN*

*This account consists of:*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| PT Bank Syariah Indonesia | 741.832 | 559.487 | *PT Bank Syariah Indonesia* |
| PT Bank Rakyat Indonesia (Persero) Tbk | - | 115 | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| **Total** | **741.832** | **559.602** | ***Total*** |
| Dikurangi: bagian lancar | 61.645 | 50.575 | *Less: Current portion* |
| **Bagian tidak lancar** | **680.187** | **509.027** | ***Non-current portion*** |

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni (“Pelni”)

Pada tanggal 8 Agustus 2016, berdasarkan perjanjian No.18/0201/0741/0058/VIII/MRBH, Pelni memperoleh fasilitas kredit *non-revolving* Murabahah dari BSI dengan jumlah maksimum sebesar Rp6.415 untuk renovasi bangunan Bougenville tahap IV. Fasilitas kredit Murabahah ini berjangka waktu maksimum 72 bulan, dari setiap pengambilan fasilitas kredit. Fasilitas kredit ini dijaminkan dengan bangunan rumah sakit yang direnovasi, satu set alat *cath lab* dan beberapa kumpulan aset lainnya seperti ambulans, mobil, genset, pesawat radiologi, dan aset lainnya dari Pelni. Fasilitas pinjaman ini sudah lunas pada tanggal 20 Agustus 2022.

*PT Bank Syariah Indonesia ("BSI")*

*PT Rumah Sakit Pelni (“Pelni”)*

*On August 8, 2016, based on the agreement numbered 18/0201/0741/0058/VIII/MRBH, Pelni obtained non-revolving Murabahah credit facility from BSI with a maximum amount of Rp6,415 for the Bougenville building renovation phase IV. The Murabahah credit facility has maximum period of 72 months, from each of loan facility drawdown date. The credit facility is secured by building that being under renovation, cath lab tools and other several assets such as ambulance, cars, electrical generator, radiology set, and Pelni’s other assets. This loan facility was paid off on August 20, 2022.*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Rumah Sakit Pelni (“Pelni”) (lanjutan)

Perjanjian Musyarakah Mutanaqishah I (MMQ I)

Pada tanggal 31 Mei 2018, berdasarkan Surat Penawaran Pemberian Pembiayaan (SP3) No. 19/055-3/SP3/RWB2-R2 III, 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. Fasilitas kredit ini dijaminkan dengan piutang usaha senilai Rp53.000, tanah dan bangunan dan alat *cath Lab*.

Perjanjian Musyarakah Mutanaqishah II (MMQ II)

Pada tanggal 30 November 2018, berdasarkan perjanjian No. 20/185-3/SP4/RWB III - Thamrin, Peni memperoleh fasilitas kredit *non-revolving* Musyarakah Mutanaqishah dari BSI dengan jumlah maksimum sebesar Rp7.846 untuk pembelian alat kesehatan non-Merial berjangka waktu maksimum 72 bulan.

Pada tanggal 23 Mei 2023, BSI menerbitkan surat No. 03/006-3/SP3/RCB Jakarta I terkait Surat Pemberitahuan Persetujuan Pembiayaan (SP4) yang menyepakati limit baru untuk perjanjian MMQ sebesar Rp383.000 yang berlaku selama 12 tahun dan jatuh tempo pada tanggal 20 Desember 2035. Limit fasilitas MMQ baru termasuk limit pinjaman MMQ I dan MMQ II. Pinjaman ini akan dilunasi secara cicilan bulanan.

Selama tahun 2023, Pelni melakukan penarikan fasilitas sebesar Rp196.347 dengan rincian sebagai berikut:

- Penarikan tahap lima tanggal 25 Februari 2023 sebesar Rp37.929 berdasarkan surat No. 03/016-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran termin V proyek pembangunan gedung Merial.
- Penarikan tahap enam tanggal 31 Mei 2023 sebesar Rp66.931 berdasarkan surat No. 03/051-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran termin VI proyek pembangunan gedung Merial dan alat kesehatan dan interior tahap 1.
- Penarikan tahap tujuh tanggal 23 Juni 2023 sebesar Rp32.235 berdasarkan surat No. 03/060-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran alat kesehatan tahap 2 dan interior tahap 2.

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia ("BSI") (continued)*

*PT Rumah Sakit Pelni (“Pelni”) (continued)*

*Agreement Musyarakah Mutanaqishah I (MMQ I)*

*On May 31, 2018, based on Surat Penawaran Pemberian Pembiayaan (SP3) No. 19/055-3/SP3/RWB2-R2 III, 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. This facility was secured by trade receivables of Rp53,000, land and building and cath lab tools.*

*Agreement Musyarakah Mutanaqishah II (MMQ II)*

*On November 30, 2018, based on the agreement No. 20/185-3/SP4/RWB III - Thamrin, Pelni obtained non-revolving Musyarakah Mutanaqishah credit facility from BSI with a maximum amount of Rp7,846 for the procurement of non-Merial medical devices with maximum period of 72 months.*

*On May 23, 2023, BSI issued letter No. 03/006-3/SP3/RCB Jakarta I regarding the Notification of Withdrawal of Financing (SP4) which agreed on a new limit for MMQ agreement of Rp383,000 for 12 years and will due on December 20, 2035. The new MMQ facility limits include MMQ I and MMQ II plafond. These loans will be paid with monthly installment.*

*During 2023, Pelni withdrawn the facility amounted to Rp196,347 with the following details:*

- *The fifth withdrawal on February 25, 2023 amounting to Rp37,929 based on letter No. 03/016-3/SP4/RCB Jakarta I, was used to pay the fifth term of the Merial building construction project.*
- *The sixth withdrawal on May 31, 2023 amounting to Rp66,931 based on letter No. 03/051-3/SP4/RCB Jakarta I, was used to pay the sixth term of the Merial building construction project and medical equipment and furniture phase 1.*
- *The seventh withdrawal on June 23, 2023 amounting to Rp32,235 based on letter No. 03/060-3/SP4/RCB Jakarta I, was used to pay medical equipment and furniture phase 2.*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Rumah Sakit Pelni ("Pelni") (lanjutan)

Perjanjian Musyarakah Mutanaqishah II (MMQ II) (lanjutan)

Selama tahun 2023, Pelni melakukan penarikan fasilitas sebesar Rp196.347 dengan rincian sebagai berikut: (lanjutan)

- Penarikan tahap delapan tanggal 10 Agustus 2023 sebesar Rp23.106 berdasarkan surat No. 03/069-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran tahap 3 untuk alat kesehatan dan interior.
- Penarikan tahap sembilan tanggal 19 September 2023 sebesar Rp11.572 berdasarkan surat No. 03/078-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran alat kesehatan dan interior tambahan tahap 4 .
- Penarikan tahap sepuluh tanggal 13 Oktober 2023 sebesar Rp11.570 berdasarkan surat No. 03/086-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran alat kesehatan dan interior tambahan tahap 1.
- Penarikan tahap sebelas tanggal 18 November 2023 sebesar Rp8.543 berdasarkan surat No. 03/096-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran alat kesehatan tambahan tahap 2.
- Penarikan tahap dua belas tanggal 15 Desember 2023 sebesar Rp4.460 berdasarkan surat No. 03/101-3/SP4/RCB Jakarta I, dipergunakan untuk melakukan pembayaran alat kesehatan tambahan tahap 3.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman atas fasilitas-fasilitas ini masing-masing sebesar Rp412.855 dan Rp220.736.

Pada tahun 2023 dan 2022, rasio lancar 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 2023 dan 2022, Pelni 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)*

*Agreement Musyarakah Mutanaqishah II (MMQ II) (continued)*

*During 2023, Pelni withdrawn the facility amounted to Rp196,347 with the following details: (continued)*

- *The eighth withdrawal on August 10, 2023 amounting to Rp23,106 based on letter No. 03/069-3/SP4/RCB Jakarta I, was used to pay medical equipment and furniture phase 3.*
- *The ninth withdrawal on September 19, 2023 amounting to Rp11,572 based on letter No. 03/078-3/SP4/RCB Jakarta I, was used to pay additional medical equipment and furniture phase 4.*
- *The ten withdrawal on October 13, 2023 amounting to Rp11,570 based on letter No. 03/086-3/SP4/RCB Jakarta I, was used to pay additional medical equipment and furniture phase 1.*
- *The eleven withdrawal on November 18, 2023 amounting to Rp8,543 based on letter No. 03/096-3/SP4/RCB Jakarta I, was used to pay additional medical equipment phase 2.*
- *The twelfth withdrawal on December 15, 2023 amounting to Rp4,460 based on letter No. 03/101-3/SP4/RCB Jakarta I, was used to pay additional medical equipment phase 3.*

*As of December 31, 2023 and 2022, the outstanding loan of these facilities amounted to Rp412,855 dan Rp220,736, respectively.*

*In 2023 and 2022, the minimum current 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, 2023 and 2022, Pelni 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 31 Maret 2022, BTM, entitas anak memperoleh fasilitas kredit pembiayaan ulang/refinancing Tanah dan Bangunan Rumah Sakit Bakti Timah Pangkalpinang dari BSI sebesar Rp119.827.065 yang digunakan untuk take over pinjaman SMI, pelunasan hutang konstruksi dengan PT Brantas Abipraya, hutang dengan PT Don Shudar Internasional, penyelesaian pinjaman dengan pemegang saham (PBM IHC) serta utang usaha jangka pendek. Pada tanggal 15 Desember 2022, BTM menambah pinjaman ke BSI sebesar Rp12.376 yang digunakan untuk investasi alat kesehatan.

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 March 31, 2022, BTM, a subsidiary, obtained a refinancing credit facility/ refinancing of Land and Building of Bakti Timah Pangkalpinang Hospital from BSI amounting to Rp119,827,065 which used for SMI loan takeover, debt payment to PT Brantas Abipraya, loan payment to PT Don Shudar International and PBM IHC, and short-term trade payables. On December 15, 2022, BTM withdrawn the facility from BSI amounting to Rp12,376 which used for medical equipment investment.*

*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 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp112.573 dan Rp128.933.

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 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.

Perjanjian pinjaman juga mewajibkan BTM untuk menjaga kinerja keuangan dengan indikator keuangan rasio penutupan layanan hutang minimal 100%, dan ekuitas positif.

Pada tanggal 31 Desember 2023 dan 2022, BTM dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

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.

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia (“BSI”) (continued)*

*PT Bakti Timah Medika (“BTM”) (continued)*

*As of December 31, 2023 and 2022, the outstanding loan of this facility amounted to Rp112,573 and Rp128,933, 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.*

*The loan agreement also requires BTM to maintain its financial performance with financial indicator: debt service coverage ration of minimal 100%, and positive equity.*

*On December 31, 2023 and 2022, BTM was able to meet the financial ratio restrictions set.*

*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.*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Rumah Sakit Pelabuhan ("RSP") (lanjutan)

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 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp143.448 dan Rp159.514.

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 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.

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia ("BSI") (continued)*

*PT Rumah Sakit Pelabuhan ("RSP") (continued)*

*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, 2023 and 2022, the outstanding loan of this facility amounted to Rp143.448 and Rp159.514, respectively.*

*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 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.*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Nusantara Medika Utama (“NMU”) (lanjutan)

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 2023 dan 2022, NMU telah memenuhi persyaratan pinjaman tersebut di atas.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp20.643 dan Rp25.850.

PT Krakatau Medika (“KM”)

Pada tanggal 10 Juli 2019, KM, entitas anak, memperoleh fasilitas kredit non-revolving Murabahah Investasi dari PT Bank BNI Syariah (“BNIS”) 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 ini berjangka waktu maksimum 96 bulan dari setiap pengambilan fasilitas kredit dan dikenakan bagi hasil sebesar 9,95% per tahun.

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 bangunan yang berdiri di atas tanah SHGB No. 936/Kota Bumi, peralatan medis, peralatan non medis dan fasilitas pendukung lainnya yang dibiayai oleh BNIS.

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia (“BSI”) (continued)*

*PT Nusantara Medika Utama (“NMU”) (continued)*

*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, 2023 and 2022, NMU has fulfilled the loan requirements mentioned above.*

*As of December 31, 2023 and 2022, the outstanding loan of this facility amounted to Rp20,643 and Rp25,850, respectively.*

*PT Krakatau Medika (“KM”)*

*On July 10, 2019, KM, a subsidiary, obtained non-revolving Murabahah Investment credit facility from PT Bank BNI Syariah (“BNIS”) 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 equipment and other supporting facilities. This facility has maximum period of 96 months from each of loan facility drawdown date and bears annual sharing profit at 9.95%.*

*This 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 construsted on the land with SHGB No. 936/Kota Bumi, medical equipments, non medical, equipments and other supporting facilities that funded by BNIS.*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Krakatau Medika ("KM") (lanjutan)

Perjanjian pinjaman tersebut mencakup pembatasan-pembatasan, antara lain, di mana KM, tanpa pemberitahuan dan persetujuan dari BNIS 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 KM, mengalihkan KM kepada pihak lain, melakukan merger atau konsolidasi dengan entitas legal lain, mengijinkan pihak lain menggunakan KM untuk kepentingan bisnisnya, melikuidasi perusahaan, melakukan akuisisi perusahaan pihak ketiga, melakukan perubahan susunan pengurus, dan melakukan transaksi atau membuat investasi di pasar keuangan derivatif.

Perjanjian pinjaman 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 2023 dan 2022, KM dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp30.385 dan Rp18.455.

Dalam Akta Notaris No. 48 tanggal 31 Oktober 2022 dari Notaris Hj. Erna Yudhaningsih, S.H, KM melakukan akad pembiayaan line facility berdasarkan prinsip musyarakah mutanaqisah dengan BSI. KM memeroleh fasilitas kredit non-revolving untuk pembangunan Rumah Sakit Krakatau Medika yakni "Reimbursment Pembelian Alat Kesehatan dan Renovasi Gedung". Fasilitas ini berjangka waktu maksimum 60 bulan dari setiap pengambilan fasilitas kredit.

Fasilitas pembiayaan Musyarakah Mutanaqisah dari Bank yang akan digunakan untuk Refinancing Obyek akad adalah berupa Tanah dan Bangunan entitas anak dengan bukti kepemilikan SHGB No.01159 (JT 04-05-2032) dan SHGB No. 00936 (JT 04-05-2032).

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia ("BSI") (continued)*

*PT Krakatau Medika ("KM") (continued)*

*The loan agreement includes restrictions, among others, whereby KM, without prior notice and approval from BNIS, 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 Company, transfer the Company to other parties, conduct merge or consolidate with other legal entity, allow other parties use the Company for their business, liquidate the company, acquiring third party company, change the composition of the board management, and make transactions or investment in derivatives financial market.*

*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, 2023 and 2022, KM was able to meet the financial ratio restrictions set.*

*As of December 31, 2023 and 2022, the outstanding loan of this facility of Rp30,385 and Rp18,455, respectively.*

*In Notarial Deed No. 48 dated October 31, 2022 from Hj. Erna Yudhaningsih, S.H, KM entered into a line facility financing agreement based on the musyarakah mutanaqisah principle with BSI. KM obtained a non-revolving credit facility for the construction of Krakatau Medika Hospital, namely "Reimbursement for the purchase of Medical Equipment and Building Renovations. This facility has a maximum term of 60 months from each withdrawal of the credit facility.*

*The Musyarakah Mutanaqisah financing facility from the Bank which will be used for Refinancing the object of the contract is in the form of subsidiary's Land and Building with proof of ownership SHGB No.01159 (JT 04-05-2032) and SHGB No. 00936 (JT 04-05-2032).*

**18. UTANG BANK JANGKA PANJANG (lanjutan)**

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Krakatau Medika (“KM”) (lanjutan)

Perjanjian pinjaman tersebut mencakup pembatasan-pembatasan, antara lain, di mana KM tanpa persetujuan tertulis dari BSI tidak diperkenankan memindahtangankan barang jaminan aset tetap, memperoleh fasilitas pembiayaan atau pinjaman dari bank lain, menyewakan objek agunan pembiayaan, melunasi hutang perusahaan kepada pemilik/pemegang saham, mengubah nama maksud dan tujuan kegiatan usaha serta status perusahaan, mengikatkan diri sebagai penjamin hutang atau menjaminkan harta kekayaan perusahaan kepada pihak lain.

Perjanjian pinjaman juga mewajibkan KM untuk menjaga kinerja keuangan dengan indikator keuangan *Debt to Equity Ratio* maksimal 3, EBITDA dan *Net Income Positif* dan *Current Ratio* minimal 1.

PT Rolas Nusantara Medika (“RNM”)

Pada tanggal 29 Desember 2022, berdasarkan Perjanjian Line Facility Pembiayaan berdasarkan Prinsip Syariah No. 93, Perusahaan memperoleh fasilitas pembiayaan Musyarakah Mutanaqishah dari PT Bank Syariah Indonesia. yang bersifat *non-revolving* dengan jumlah fasilitas maksimal sebesar Rp18.000. Jangka waktu perjanjian ini adalah 132 bulan sejak ditandatanganinya perjanjian. Pinjaman dijamin dengan sertifikat hak guna bangunan No. 262 dan 2 Pinjaman ini dijamin dengan sertifikat HGB No. 262 atas tanah seluas 5.510 m2 dan sertifikat HGB No. 2405 atas tanah seluas 1.734 m2. Kedua aset tersebut terletak di Jember, Jawa Timur.

Pada 2022, Perusahaan melakukan pencairan pinjaman senilai Rp6.000, lalu selama 2023, Perusahaan melakukan pencairan pinjaman atas sebesar Rp11.990. Saldo pinjaman Perusahaan pada 31 Desember 2023 dan 2022 sebesar Rp16.927. dan Rp6.000.

Pada tanggal 29 Desember 2023, Perusahaan memperoleh fasilitas pembiayaan Mudharabah Muqayyadah dari PT Bank Syariah Indonesia. dengan jumlah fasilitas sebesar Rp5.000. Jangka waktu perjanjian ini adalah 12 bulan sejak ditandatanganinya perjanjian. Saldo pinjaman Perusahaan pada 31 Desember 2023 adalah Rp5.000.

***18. LONG-TERM BANK LOAN (continued)***

*PT Bank Syariah Indonesia (“BSI”) (continued)*

*PT Krakatau Medika (“KM”) (continued)*

*The loan agreement includes restrictions, among others, in which KM without written approval from BSI is not permitted to transfer fixed asset collateral, obtain financing or loan facilities from other banks, rent collateral for financing objects, pay off company debts to owners/holders shares, changing the name, intent and purpose of business activities and the status of the company, binding himself as a debt guarantor or pledging the company's assets to other parties.*

*The loan agreement also obliges KM to maintain financial performance with financial indicators Maximum Debt to Equity Ratio is 3, Positive EBITDA and Net Income and Current Ratio minimum 1.*

*PT Rolas Nusantara Medika (“RNM”)*

*On December 29, 2022, based on the Financing Line Facility Agreement based on Sharia Principles No. 93, the Company obtained a Musyarakah Mutanaqishah financing facility from PT Bank Syariah Indonesia. which is non-revolving with a maximum facility amount of Rp18,000. The term of this agreement is 132 months from the agreement date. The loan is secured by building use right certificate No. 262 and 2 The loan is secured by HGB certificate No. 262 on 5,510 m2 land and HGB certificate No. 2405 on 1,734 m2 land. Both assets are located in Jember, East Java.*

*During 2022, the Company made loan withdrawals amounted Rp6,000, moreover in 2023, the the Company made withdrawals amounting Rp11,990. The outstanding of this loan as of December 31, 2023 and 2022 amounting is Rp16,927 dan Rp6,000.*

*On December 29, 2023, the Company obtained a Mudharabah Muqayyadah financing facility from PT Bank Syariah Indonesia. amounting Rp5,000. The term of this agreement is 12 months from the agreement date. The outstanding of this loan as of December 31, 2023 is amounting Rp5,000.*

## 18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")

PT Nusantara Sebelas Medika ("NSM")

Pada tanggal 24 April 2019, NSM, entitas anak, memeroleh kredit investasi dari PT Bank Rakyat Indonesia (Persero) Tbk dengan jumlah maksimum sebesar Rp4 miliar. 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 entitas anak, persediaan milik entitas anak, tanah dan bangunan milik entitas anak, 2 unit Ultrasonography (USG) HS 70A merk Samsung, alat kesehatan, peralatan kantor, dan alat IT milik entitas anak, serta jaminan dari PT Perkebunan XI selaku pemegang saham. Fasilitas ini akan jatuh tempo pada tanggal 29 April 2023. NSM telah melunasi fasilitas ini di tanggal 27 Januari dan 28 Februari 2023.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp115.

## *18. LONG-TERM BANK LOAN (continued)*

*PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")*

*PT Nusantara Sebelas Medika ("NSM")*

*On April 24, 2019, NSM, a subsidiary, obtained investment credit from PT Bank Rakyat Indonesia (Persero) Tbk with a maximum amount Rp4 billion. This investment credit is used for refinancing purchase of fixed assets which consist of equipment, medical equipment and four-wheeled motorized vehicles. This loan has a term of 4 years and bears interest of 12% per year. Collateral for this credit is subsidiary's receivables, inventory, land and buildings, 2 units of Ultrasonography (USG) HS 70A Samsung brand, medical equipment, office equipment and IT equipment, as well as guarantees from PT Perkebunan XI as shareholder. This facility will mature on April 29, 2023. NSM has paid off this facility on January 27 and February 28, 2023.*

*As of December 31, 2023 and 2022, the outstanding loan of this facility amounted to RpNil and Rp115, respectively.*

## 19. PINJAMAN LEMBAGA KEUANGAN

Akun ini terdiri dari:

## *19. FINANCIAL INSTITUTION LOAN*

*This account consists of:*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| PT Sarana Multi Infrastruktur (Persero) | - | 14.176 | *PT Sarana Multi Infrastruktur (Persero)* |
| Total | - | 14.176 | *Total* |
| Dikurangi : bagian lancar | - | 14.176 | *Less : Current portion* |
| **Bagian tidak lancar** | **-** | **-** | ***Non-current portion*** |

PT Sarana Multi Infrastruktur ("SMI")

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.

*PT Sarana Multi Infrastruktur ("SMI")*

*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.*

## 19. PINJAMAN LEMBAGA KEUANGAN (lanjutan)

PT Sarana Multi Infrastruktur (”SMI”) (lanjutan)

PT Nusantara Sebelas Medika (”NSM”) (lanjutan)

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 2023 dan 2022, NSM telah memenuhi persyaratan pinjaman tersebut.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp14.176.

## *19. FINANCIAL INSTITUTION LOAN (continued)*

*PT Sarana Multi Infrastruktur (”SMI”) (continued)*

*PT Nusantara Sebelas Medika (”NSM”) (continued)*

*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, 2023 and 2022, NSM was able to meet all the loan requirements.*

*As of December 31, 2023 and 2022, the outstanding loan of this facility amounted to RpNill and Rp14,176, respectively.*

## 20. PINJAMAN WAJIB KONVERSI

## *20. MANDATORY CONVERTIBLE LOAN*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| 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* |
| Total | - | 563.884 | *Total* |

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.

*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.*

**20. PINJAMAN WAJIB KONVERSI (lanjutan)**

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.

Pada tanggal 6 Desember 2022, Perusahaan telah menerima dana atas pinjaman ini sebesar 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.

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 efektif. 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).

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.

Perusahaan belum menggunakan dana pinjaman ini. Pada tanggal 15 Desember 2023, Perusahaan mengirimkan surat mengenai rencana pengembalian dana pinjaman dan pembatalan perjanjian wajib konversi dengan Bio Farma. Berdasarkan surat dari Bio Farma tanggal 15 Desember 2023, Bio Farma menyetujui pengembalian dana maupun bunga dengan mempertimbangkan notulen rapat Perusahaan, Bio Farma dan Kementerian Badan Usaha Milik Negara pada tanggal 15 Desember 2023. Perusahaan telah mengembalikan seluruh dana pokok pinjaman pada tanggal 20 Desember 2023. Selain itu, Perusahaan juga telah melakukan jurnal pembalikan atas “Selisih Nilai Wajar Pinjaman Wajib Konversi” sebesar Rp53.488 sehubungan dengan pembatalan pinjaman ini.

***20. MANDATORY CONVERTIBLE LOAN (continued)***

*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 conditions as stated in the loan agreement.*

*On December 6, 2022, the Company has received funds for this loan amounting to Rp612,380. 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.*

*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).*

*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 Rp595,150 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.*

*The Company has not used these borrowed funds. On December 15, 2023, the Company sent a letter regarding repayment of the loan and termination the mandatory convertible loan agreement with Bio Farma. Based on a letter from Bio Farma dated December 15, 2023, Bio Farma approved the refund of funds and interest by considering the minutes of the meeting of the Company, Bio Farma and Kementerian Badan Usaha Milik Negara on December 15, 2023. The Company has returned the entire principal on December 20, 2023. In addition, the Company has also carried out a reversal journal on the "Difference in Fair Value of Compulsory Convertible Loans" amounting to Rp53,488 in connection with the cancellation of this loan.*

## 21. MODAL SAHAM

## *21. SHARE CAPITAL*

**31 Desember 2023 dan 2022/ *December 31, 2023 and 2022***

| 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 | 81,11% | 2.370.002 | *PT Pertamina (Persero)* |
| PT Pelabuhan Indonesia (Persero) | 1.753.115 | 6,00% | 175.312 | *PT Pelabuhan Indonesia (Persero)* |
| PT Perkebunan Nusantara X* | 1.643.253 | 5,62% | 164.325 | *PT Perkebunan Nusantara X** |
| PT Perkebunan Nusantara XI* | 566.840 | 1,94% | 56.684 | *PT Perkebunan Nusantara XI** |
| PT Timah Tbk | 518.889 | 1,78% | 1.889 | *PT Timah Tbk* |
| PT Perkebunan Nusantara XII* | 508.403 | 1,74% | 50.840 | *PT Perkebunan Nusantara XII** |
| PT Krakatau Steel (Persero) Tbk | 218.239 | 0,75% | 21.824 | *PT Krakatau Steel (Persero) Tbk* |
| PT Krakatau Sarana Infrastruktur | 178.559 | 0,61% | 17.856 | *PT Krakatau Sarana Infrastruktur* |
| 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*** |

*)Pada tanggal 1 Desember 2023 telah menggabungkan diri ke PT Perkebunan Nusantara I

*)On December 01, 2023 have merged into PT Perkebunan Nusantara I*

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.

*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.*

Berdasarkan Pernyataan Keputusan Rapat yang diaktakan dengan Akta Notaris Aulia Taufani, S.H., No 88 tanggal 21 April 2022, bahwa pemegang saham menyetujui perubahan kepemilikan PT Pelabuhan Indonesia III dengan kepemilikan saham sebesar 1.168.743 dan PT Pelabuhan Indonesia II dengan kepemilikan saham sebesar 584.372 menjadi PT Pelabuhan Indonesia dengan kepemilikan saham sebesar 1.753.115. Akta perubahan ini telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya No. AHU-AH.01.09-0009667 tahun 2022 tanggal 27 April 2022.

*Based on the Statement of General Meeting of Shareholders notarized by Deed of Notary Aulia Taufani, S.H., No 88 dated April 21 2022, the shareholders approved the change in ownership of PT Pelabuhan Indonesia III with share ownership of 1,168,743 and PT Pelabuhan Indonesia II with share ownership of 584,372 to PT Pelabuhan Indonesian with share ownership of 1,753,115. The latest amendment was approved by the Ministry of Justice and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.09-0009667 TAHUN 2022 dated April 27, 2022.*

Berdasarkan surat Direktur PT Perkebunan Nusantara I No. HP.DIR/X/2023.12.04-003 kepada Perusahaan tanggal 04 Desember 2023 perihal Pemberitahuan Informasi Merger PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, dan PT Perkebunan Nusantara XII telah menggabungkan diri ke PT Perkebunan Nusantara I. Sampai dengan tanggal 1 April 2024, perubahan susunan pemegang saham masih dalam proses legalisasi.

*Based on the letter from the Director of PT Perkebunan Nusantara I to the Company No. HP.DIR/X/2023.12.04-003 dated 04 December 2023 regarding Merger Information Notification of PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, and PT Perkebunan Nusantara XII. As of April 1, 2024, changes to the composition of shareholders are still in the process of being legalized.*

## 21. MODAL SAHAM (lanjutan)

**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.

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***

*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.*

*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 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Penambahan investasi dari Non-pengendali | (1.536.026) | (1.533.899) | *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 (Catatan 20) | - | 53.488 | *Difference in the fair value of mandatory convertible loan (Note 20)* |
| **Total** | **(1.179.086)** | **(1.123.471)** | ***Total*** |

## 23. DIVIDEN KAS

Pada 31 Oktober 2023, Perusahaan menyelenggarakan Rapat Umum Pemegang Saham untuk tahun buku 2022. Berdasarkan risalah rapat, pemegang saham menetapkan antara lain penggunaan laba neto Perusahaan tahun buku 2022 sebagai berikut:

- Pembagian dividen sebesar Rp11.044, sampai dengan 31 Desember 2023, Perusahaan telah membayar sebesar Rp10.168.
- Sisanya sebesar Rp99.401 digunakan sebagai cadangan wajib.

## *23. CASH DIVIDEND*

*On October 31, 2023, the Company held a General Meeting of Shareholders for the fiscal year 2022. Based on the minutes of meeting, the shareholder approved, among others, the utilization of 2022 net income of the Company to be as follows:*

- *Distribution of dividends amounting to Rp11,044, until December 31, 2023, the Company has paid Rp10,168.*
- *The remaining Rp99,401 were allocated for the appropriated reserve.*

## 23. DIVIDEN KAS (lanjutan)

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.

## *23. CASH DIVIDEND (continued)*

*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 reserved.*

## 24. KEPENTINGAN NON-PENGENDALI

Kepentingan non-pengendali atas aset neto entitas anak yang dikonsolidasi adalah sebagai berikut:

## *24. NON-CONTROLLING INTEREST*

*Non-controlling interests in net assets of consolidated subsidiaries are as follows:*

| | **Total kepentingan non-pengendali/ *Total non-controlling interest*** | | |
|---|---|---|---|
| | **2023** | **2022** | |
| PT Rumah Sakit Pelni | 331.966 | 297.848 | *PT Rumah Sakit Pelni* |
| PT Nusantara Medika Utama | 134.139 | 114.870 | *PT Nusantara Medika Utama* |
| PT Pelindo Husada Citra | 112.571 | 104.505 | *PT Pelindo Husada Citra* |
| PT Rumah Sakit Pelabuhan | 63.970 | 48.628 | *PT Rumah Sakit Pelabuhan* |
| PT Rolas Nusantara Medika | 60.468 | 52.449 | *PT Rolas Nusantara Medika* |
| PT Bakti Timah Medika | 53.401 | 52.487 | *PT Bakti Timah Medika* |
| PT Nusantara Sebelas Medika | 46.561 | 45.581 | *PT Nusantara Sebelas Medika* |
| PT Krakatau Medika | 28.438 | 25.103 | *PT Krakatau Medika* |
| PT Pertamedika Bali Hospital | 887 | - | *PT Pertamedika Bali Hospital* |
| PT Bakti Timah Solusi Medika | 162 | - | *PT Bakti Timah Solusi Medika* |
| **Total** | **832.563** | **741.471** | ***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*** | | |
|---|---|---|---|
| | **2023** | **2022** | |
| PT Rumah Sakit Pelni | 34.118 | 29.948 | *PT Rumah Sakit Pelni* |
| PT Nusantara Medika Utama | 31.623 | 31.322 | *PT Nusantara Medika Utama* |
| PT Rumah Sakit Pelabuhan | 15.342 | 9.571 | *PT Rumah Sakit Pelabuhan* |
| PT Pelindo Husada Citra | 9.459 | (8.821) | *PT Pelindo Husada Citra* |
| PT Rolas Nusantara Medika | 8.700 | 5.854 | *PT Rolas Nusantara Medika* |
| PT Krakatau Medika | 4.368 | 10.128 | *PT Krakatau Medika* |
| PT Nusantara Sebelas Medika | 2.084 | 13.313 | *PT Nusantara Sebelas Medika* |
| PT Bakti Timah Medika | 914 | (9.931) | *PT Bakti Timah Medika* |
| PT Bakti Timah Solusi Medika | 112 | - | *PT Bakti Timah Solusi Medika* |
| PT Pertamedika Bali Hospital | (114) | - | *PT Pertamedika Bali Hospital* |
| **Total** | **106.606** | **81.384** | ***Total*** |

## 25. PENDAPATAN / *25. REVENUES*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Penunjang medis | 1.466.828 | 1.457.488 | *Medical support* |
| Rawat inap | 1.316.485 | 1.047.028 | *Inpatient* |
| Farmasi | 1.162.084 | 1.000.581 | *Pharmacy* |
| Rawat jalan | 1.265.123 | 997.306 | *Outpatient* |
| Pendapatan umum | 462.213 | 384.281 | *General Income* |
| Pendapatan *managed care* | 47.440 | 91.825 | *Income from managed care* |
| **Total** | **5.720.173** | **4.978.509** | ***Total*** |

## 26. BEBAN OPERASI / *26. OPERATING EXPENSES*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Beban pegawai | 2.579.695 | 2.431.052 | *Employees expense* |
| Bahan | | | *Material* |
| Non obat | 663.202 | 713.188 | *Non-medicines* |
| Obat-obatan | 695.705 | 586.414 | *Medicines* |
| Kontrak | 518.217 | 380.750 | *Contract* |
| Umum dan administrasi | 378.909 | 362.885 | *General and administration* |
| Penyusutan aset tetap (Catatan 10) | 339.795 | 292.770 | *Depreciation fixed asset (Note 10)* |
| Insentif jasa pelayanan | 174.555 | 166.297 | *Services incentives* |
| Pemeliharaan | 92.366 | 102.495 | *Maintenance* |
| Penyusutan aset hak guna (Catatan 11) | 58.387 | 47.208 | *Depreciation right of use asset (Note 11)* |
| Penyisihan (pemulihan) piutang usaha (Catatan 6) | (66.082) | (49.373) | *Allowance (recovery) trade receivable (Note 6)* |
| Lain-lain (masing-masing di bawah Rp1.000) | 16.463 | 13.667 | *Others (each below Rp1,000)* |
| **Total** | **5.451.212** | **5.047.353** | ***Total*** |

## 27. PENDAPATAN (BEBAN) LAIN-LAIN, NETO / *27. OTHER INCOME (EXPENSE), NET*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Sewa | 11.630 | 7.771 | *Rent* |
| Perubahan liabilitas imbalan kerja | 10.440 | 59.364 | *Changes of employee benefit liability* |
| Pendapatan jasa parkir | 9.379 | 3.629 | *Parking fee* |
| Pendapatan *management & branding* | 9.111 | 12.178 | *Management & branding fee* |
| Revaluasi properti investasi | 7.478 | 1.048 | *Property investment revaluation* |
| Penurunan nilai aset tetap | - | (32.123) | *Impairment fixed assets* |
| Penyesuaian klaim pasien COVID-19 | - | 217.519 | *Adjustments of COVID-19 patient claims* |
| Lain-lain | 96.442 | 56.519 | *Others* |
| **Total** | **144.480** | **325.905** | ***Total*** |

## 28. LIABILITAS IMBALAN KERJA / *28. EMPLOYEE BENEFIT LIABILITIES*

Liabilitas imbalan kerja per 31 Desember 2023 dihitung oleh KKA Padma Radya Aktuaria dan 31 Desember 2022 dihitung oleh KKA Steven & Mourits, aktuaris independen. Asumsi utama yang digunakan adalah sebagai berikut:

*The employee benefit liabilities as of December 31, 2023 by KKA Padma Radya Aktuaria and December 31, 2022 was calculated by by KKA Steven & Mourits, an independent actuary. The principal assumptions used are as follows:*

| | **2023** | ***2022*** | |
|---|---|---|---|
| Tingkat diskonto | 6,75%-7,5% per tahun/*annum* | 6,13%-7,5% per tahun/*annum* | *Discount rate* |
| Kenaikan gaji di masa depan | 4%-7% 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 4 | *Mortality rate* |
| Tingkat cacat | 5%-10% TMI 4 | 5% TMI 4 | *Disability rate* |
| Tingkat pengunduran diri | 0,5%-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* | 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* | *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 2023/ *December 31, 2023*** | **31 Desember 2022/ *December 31, 2022*** | |
|---|---|---|---|
| Liabilitas imbalan kerja atas: | | | *Employee benefits for:* |
| Imbalan pensiun | 669.630 | 696.856 | *Pension benefits* |
| Imbalan kesehatan pascakerja | 66.916 | 49.088 | *Post-employment medical benefit* |
| Imbalan jangka panjang lainnya | 37.422 | 6.582 | *Other long-term benefits* |
| | **773.968** | **752.526** | |
| Dikurangi: | | | *Less:* |
| Bagian jangka pendek | 4.874 | 37.990 | *Current portion* |
| **Bagian jangka panjang** | **769.094** | **714.536** | ***Non-current portion*** |

## 28. LIABILITAS IMBALAN KERJA (lanjutan)

Jumlah yang diakui dalam laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut: (lanjutan)

## *28. EMPLOYEE BENEFIT LIABILITIES (continued)*

*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,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Laba atau rugi yang dibebankan atas: | | | *Profit or loss charged for:* |
| Imbalan pensiun | 87.814 | 33.339 | *Pension benefits* |
| Imbalan kesehatan pascakerja | 11.486 | 18.404 | *Post-employment medical benefits* |
| Imbalan jangka panjang lainnya | 4.499 | 9.675 | *Other long-term benefits* |
| **Total** | **103.799** | **61.418** | ***Total*** |

Jumlah yang diakui pada laba rugi ditentukan sebagai berikut:

*The amounts recognized in the profit or loss are determined as follows:*

| | 31 Desember 2023/*December 31, 2023* | | | | |
|---|---|---|---|---|---|
| | **Imbalan pensiun/ *Pension benefits*** | **Imbalan kesehatan pascakerja/ *Post-employment medical benefits*** | **Imbalan jangka panjang lainnya/ *Other long-term benefits*** | **Total/ *Total*** | |
| Beban jasa kini | 54.578 | 2.631 | 8.290 | 65.499 | *Current service cost* |
| Beban bunga | 43.664 | 3.489 | 2.184 | 49.337 | *Interest cost* |
| Biaya jasa lalu | (7.303) | - | (3.254) | (10.557) | *Prior cost* |
| Kerugian/(keuntungan) aktuarial | (3.125) | 5.366 | (2.721) | (480) | *Actuarial loss/(gain)* |
| **Total** | **87.814** | **11.486** | **4.499** | **103.799** | ***Total*** |

| | 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*** |

## 28. LIABILITAS IMBALAN KERJA (lanjutan)

Mutasi liabilitas imbalan kerja untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *28. EMPLOYEE BENEFIT LIABILITIES (continued)*

*The movements in the employee benefit liabilities for the years ended December 31, 2023 and 2022 are as follows:*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Saldo pada awal tahun | 752.526 | 752.511 | *Balance at beginning of the year* |
| Beban jasa kini | 65.499 | 62.919 | *Current service cost* |
| Biaya jasa lalu | (10.557) | (9.122) | *Prior cost* |
| Beban bunga | 49.337 | 50.696 | *Interest cost* |
| Penyesuaian | (27.277) | (15.463) | *Adjustment* |
| Keuntungan aktuarial | (480) | (43.075) | *Actuarial gain* |
| Imbalan yang dibayar | (55.080) | (45.940) | *Benefits paid* |
| **Saldo pada akhir tahun** | **773.968** | **752.526** | ***Balance at end of the year*** |

Analisa sensitivitas kuantitatif untuk asumsi-asumsi yang signifikan pada tanggal 31 Desember 2023 adalah sebagai berikut:

*The quantitative analysis for significant assumptions as of December 31, 2023 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% | 692.041 | 1% | 754.173 | *Increase* |
| Penurunan | (1%) | 835.011 | (1%) | 611.751 | *Decrease* |

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* |

Durasi rata-rata dari program imbalan pasca kerja karyawan pada akhir periode pelaporan 31 Desember 2023 kisaran antara 0,5 tahun sampai dengan 20,03 tahun.

*The average duration of the employee benefit liabilities as of December 31, 2023 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* | Piutang usaha, utang usaha, pendapatan, dan beban operasi/ *Trade receivables, trade payables, revenue, and operating expenses* |
| PT Pelabuhan Indonesia (Persero) | Pemegang saham/ *Shareholder* | Piutang usaha, pendapatan, dan beban operasi/ *Trade receivables, revenues, and operating expenses* |
| PT Krakatau Steel (Persero) Tbk | Pemegang saham/ *Shareholder* | Utang usaha/ *Trade payables* |
| PT Timah (Persero) Tbk | Pemegang saham/ *Shareholder* | Pendapatan/ *Revenue* |
| PT Bank Mandiri (Persero) Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank Syariah Indonesia | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank BRI (Persero) Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank BNI (Persero) Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Bank BTN (Persero) Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Kas dan setara kas/ *Cash and cash equivalents* |
| PT Perusahaan Listrik Negara (Persero) | Entitas berelasi dengan Pemerintah/ *Government related parties* | Piutang usaha/ *Trade receivables* |
| PT Kimia Farma Tbk | Entitas berelasi dengan Pemerintah/ *Government related parties* | Utang usaha/ *Trade payables* |

**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*** |
|---|---|---|
| Kementerian Kesehatan Republik Indonesia | Entitas berelasi dengan Pemerintah/ *Government related parties* | Piutang usaha/ *Trade receivables* |
| Badan Penyelenggara Jaminan Sosial Kesehatan | Entitas berelasi dengan Pemerintah/ *Government related parties* | Piutang usaha/ *Trade receivables* |
| Badan Penyelenggara Jaminan Sosial Ketenagakerjaan | Entitas berelasi dengan Pemerintah/ *Government related parties* | Pendapatan/ *Revenue* |
| PT Pertamina EP | Entitas sepengendali/ *Entities under common control* | Piutang usaha dan pendapatan/ *Trade receivables and revenue* |
| PT Pertamina Training & Consulting | Entitas sepengendali/ *Entities under common control* | Utang usaha dan beban operasi/ *Trade payables and operating expenses* |
| PT Pertamina Patra Niaga | Entitas sepengendali/ *Entities under common control* | Piutang usaha dan pendapatan/ *Trade receivables and revenue* |
| PT Kilang Pertamina Internasional | Entitas sepengendali/ *Entities under common control* | Piutang usaha, utang usaha, pendapatan, dan beban operasi/ *Trade receivables, trade payables, revenue and operating expenses* |
| PT Pertamina Hulu Energi | Entitas sepengendali/ *Entities under common control* | Piutang usaha dan pendapatan/ *Trade receivables and revenue* |
| PT Patra Jasa | Entitas sepengendali/ *Entities under common control* | Utang usaha dan beban operasi/ *Trade payables and operating expenses* |
| PT Pertamina Drilling Services Indonesia | Entitas sepengendali/ *Entities under common control* | Pendapatan/*Revenue* |
| PT Kimia Farma Apotek | Entitas sepengendali/ *Entities under common control* | Utang usaha/ *Trade payables* |
| PT Administrasi Medika | Entitas sepengendali/ *Entities under common control* | Piutang usaha dan pendapatan/ *Trade receivables and revenue* |
| PT Asuransi Jiwa Inhealth Indonesia | Entitas sepengendali/ *Entities under common control* | Piutang usaha/ *Trade receivables* |
| PT Pelindo Daya Sejahtera | Entitas sepengendali/ *Entities under common control* | Utang usaha dan beban operasi/ *Trade payables and operating expenses* |

**29. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)**

***29. BALANCE AND TRANSACTION WITH RELATED PARTIES (continued)***

**b. Saldo dengan pihak berelasi**

***b. Balances with related parties***

Kas dan setara kas (Catatan 4) / *Cash and cash equivalents (Note 4)*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| PT Bank Mandiri (Persero) Tbk | 244.750 | 278.908 | *PT Bank Mandiri (Persero) Tbk* |
| PT Bank BRI (Persero) Tbk | 243.470 | 442.313 | *PT Bank BRI (Persero) Tbk* |
| PT Bank Syariah Mandiri | 234.805 | 419.816 | *PT Bank Syariah Mandiri* |
| PT Bank Syariah Indonesia | 223.605 | 147.652 | *PT Bank Syariah Indonesia* |
| PT Bank BNI (Persero) Tbk | 101.395 | 151.005 | *PT Bank BNI (Persero) Tbk* |
| PT Bank BTN (Persero) Tbk | 58.717 | 28.205 | *PT Bank BTN (Persero) Tbk* |
| PT Bank Pembangunan daerah Jawa Timur | 6.673 | 5.000 | *PT Bank Pembangunan Daerah Jawa Timur* |
| PT Bank BRI Syariah | 6.222 | 34.562 | *PT Bank BRI Syariah* |
| PT Bank BNI Syariah | 5.937 | 47.689 | *PT Bank BNI Syariah* |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk | 237 | 236 | *PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk* |
| Lain-lain | 3.268 | 4.983 | *Others* |
| **Total** | **1.129.079** | **1.560.369** | ***Total*** |

Piutang usaha (Catatan 6) / *Trade receivables (Note 6)*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Badan Penyelenggara Jaminan Sosial Kesehatan | 117.380 | 185.797 | *Badan Penyelenggara Jaminan Sosial Kesehatan* |
| PT Pertamina EP | 62.029 | 65.065 | *PT Pertamina EP* |
| PT Pelabuhan Indonesia | 58.139 | 66.708 | *PT Pelabuhan Indonesia* |
| Kementerian Kesehatan Republik Indonesia | 42.851 | 15.899 | *Kementrian Kesehatan Republik Indonesia* |
| PT Kilang Pertamina Internasional | 37.533 | 62.787 | *PT Kilang Pertamina International* |
| PT Pertamina (Persero) | 25.083 | 36.737 | *PT Pertamina (Persero)* |
| PT Patra Niaga | 30.601 | 34.396 | *PT Patra Niaga* |
| PT Pertamina Hulu Energi | 30.400 | 27.231 | *PT Pertamina Hulu Energi* |
| PT Perusahaan Listrik Negara | 22.468 | 16.308 | *PT Perusahaan Listrik Negara* |
| PT Asuransi Jiwa Inhealth Indonesia | 22.414 | 11.506 | *PT Asuransi Jiwa Inhealth Indonesia* |
| PT Administrasi Medika | 21.925 | 14.140 | *PT Administrasi Medika* |
| Lain-lain | 190.868 | 197.109 | *Others* |
| **Total** | **661.691** | **733.683** | ***Total*** |

**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)***

Utang usaha (Catatan 12)

*Trade payables (Note 12)*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| PT Pertamina (Persero) | 23.939 | 23.321 | *PT Pertamina (Persero)* |
| PT Patra Jasa | 14.163 | 20.572 | *PT Patra Jasa* |
| PT Kilang Pertamina Internasional | 9.011 | 4.354 | *PT Kilang Pertamina Internasional* |
| PT Pertamina Training & Consulting | 5.619 | 221 | *PT Pertamina Training & Consulting* |
| PT Kimia Farma Apotek | 2.734 | 2.213 | *PT Kimia Farma Apotek* |
| PT Pelindo Daya Sejahtera | 2.842 | - | *PT Pelindo Daya Sejahtera* |
| PT Krakatau Steel (Persero) Tbk | 1.928 | 1.648 | *PT Krakatau Steel (Persero) Tbk* |
| PT Kimia Farma Tbk. | 1.699 | 729 | *PT Kimia Farma Tbk.* |
| Lain-lain | 4.168 | 3.364 | *Others* |
| **Total** | **66.103** | **56.422** | ***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,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Badan Penyelenggara Jaminan Sosial Kesehatan | 2.552.061 | 1.949.017 | *Badan Penyelenggara Jaminan Sosial Kesehatan* |
| PT Pelabuhan Indonesia (Persero) | 125.642 | 138.362 | *PT Pelabuhan Indonesia (Persero)* |
| PT Pertamina EP | 95.408 | 121.015 | *PT Pertamina EP* |
| PT Pertamina Patra Niaga | 86.934 | 52.497 | *PT Patra Niaga* |
| PT Kilang Pertamina Internasional | 70.687 | 117.532 | *PT Kilang Pertamina International* |
| PT Administrasi Medika | 54.329 | 45.291 | *PT Administrasi Medika* |
| PT Timah (Persero) Tbk | 43.986 | 43.759 | *PT Timah (Persero) Tbk* |
| PT Pertamina Driling Service Indonesia | 24.176 | 21.651 | *PT Pertamina Driling Service Indonesia* |
| PT Pertamina Hulu Energi | 22.250 | 25.060 | *PT Pertamina Hulu Energi* |
| PT Pertamina (Persero) | 21.401 | 40.567 | *PT Pertamina (Persero)* |
| Lain-lain | 221.964 | 377.359 | *Others* |
| **Total** | **3.318.838** | **2.932.110** | ***Total*** |

**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)***

Beban operasi (Catatan 26)

*Operation expenses (Note 26)*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| PT Patra Jasa | 37.618 | 31.631 | *PT Patra Jasa* |
| PT Kilang Pertamina Internasional | 16.223 | 11.005 | *PT Kilang Pertamina International* |
| PT Pertamina Training & Consulting | 6.163 | 1.407 | *PT Pertamina Training & Consulting* |
| PT Pelindo Daya Sejahtera | 4.520 | 10.661 | *PT Pelindo Daya Sejahtera* |
| PT Pertamina (Persero) | 4.059 | 6.997 | *PT Pertamina (Persero)* |
| PT Pelabuhan Indonesia (Persero) | 1.453 | 750 | *PT Pelabuhan Indonesia (Persero)* |
| Lain-lain | 2.068 | 3.151 | *Others* |
| **Total** | **72.104** | **65.602** | ***Total*** |

Jumlah beban kompensasi bagi manajemen kunci adalah Rp10.639 dan Rp20.580 (tidak diaudit) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

*Total compensation costs for key management is Rp10,639 and Rp20,580 (unaudited) for year ended December 31, 2023 and 2022, 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.

***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.*

## 30. INSTRUMEN KEUANGAN (lanjutan)

Tabel berikut menunjukkan nilai tercatat dan estimasi nilai wajar instrumen keuangan Perusahaan pada tanggal 31 Desember 2023 dan 2022:

## *30. FINANCIAL INSTRUMENTS (continued)*

*The following table sets out the carrying values and estimated fair values of the Group's financial instruments as of December 31, 2023 and 2022:*

| | 31 Desember 2023/ *December 31, 2023* | | 31 Desember 2022/ *December 31, 2022* | | |
|---|---|---|---|---|---|
| | Nilai tercatat/ *Carrying values* | Nilai wajar/ *Fair values* | Nilai tercatat/ *Carrying values* | Nilai wajar/ *Fair values* | |
| **Aset keuangan** | | | | | ***Financial assets*** |
| Kas dan setara kas | 1.278.974 | 1.278.974 | 1.673.308 | 1.673.308 | *Cash and cash equivalents* |
| Aset keuangan lainnya | 12.402 | 12.402 | 9.602 | 9.602 | *Other financial assets* |
| Piutang usaha, neto | 1.378.443 | 1.378.443 | 1.258.699 | 1.258.699 | *Trade receivables, net* |
| Piutang lain-lain | 15.993 | 15.993 | 28.128 | 28.128 | *Other receivables* |
| Aset keuangan yang dibatasi penggunaannya | 63.001 | 63.001 | 676.704 | 676.704 | *Restricted financial assets* |
| Aset tidak lancar lainnya | 35.375 | 35.375 | 21.254 | 21.254 | *Other non-current assets* |
| **Total** | **2.784.188** | **2.784.188** | **3.667.695** | **3.667.695** | ***Total*** |
| **Liabilitas keuangan** | | | | | ***Financial liabilities*** |
| Utang usaha | 608.125 | 608.125 | 517.667 | 517.667 | *Trade payables* |
| Utang lain-lain | 322.723 | 322.723 | 368.707 | 368.707 | *Other payables* |
| Beban yang masih harus dibayar | 526.596 | 526.596 | 734.427 | 734.427 | *Accrued expenses* |
| Pinjaman wajib konversi | - | - | 563.884 | 563.884 | *Mandatory convertible loan* |
| Utang bank jangka pendek | 156.221 | 156.221 | 6.221 | 6.221 | *Short term bank loan* |
| Utang bank jangka panjang | 741.832 | 741.832 | 559.602 | 559.602 | *Long term bank loan* |
| Pinjaman Lembaga keuangan | - | - | 14.176 | 14.176 | *Financial institution loan* |
| Liabilitas sewa | 240.982 | 240.982 | 228.796 | 228.796 | *Lease liabilities* |
| **Total** | **2.596.479** | **2.596.479** | **2.993.480** | **2.993.480** | ***Total*** |

### Hirarki Nilai Wajar

Pada tanggal 31 Desember 2023 dan 2022, 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, 2023 and 2022, 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.

## *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.*

## 31. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

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 usaha 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 ke dalam 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 (continued)*

*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 trade 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.*

| | 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 2023** | | | | | | ***December 31, 2023*** |
| Utang usaha | 608.125 | - | - | - | 608.125 | *Trade payables* |
| Utang lain-lain | 322.723 | - | - | - | 322.723 | *Other payables* |
| Beban yang masih harus dibayar | 526.596 | - | - | - | 526.596 | *Accrued expenses* |
| Pinjaman wajib konversi | - | - | - | - | - | *Mandatory convertible loan* |
| Utang bank jangka pendek | 150.000 | 6.221 | - | - | 156.221 | *Short term bank loan* |
| Liabilitas sewa | 14.478 | 43.433 | 174.574 | 8.497 | 240.982 | *Lease liabilities* |
| Utang bank jangka panjang | 13.958 | 47.687 | 372.363 | 307.824 | 741.832 | *Long term bank loan* |
| **Jumlah** | **1.635.880** | **97.341** | **546.937** | **316.321** | **2.596.479** | ***Total*** |

## 31. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

### b. Risiko likuiditas (lanjutan)

Tabel berikut ini menganalisis liabilitas keuangan Perusahaan pada tanggal pelaporan ke dalam 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. (lanjutan)

## *31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

### *b. Liquidity risk (continued)*

*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. (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 yang masih harus dibayar | 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*** |

## 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.

Perusahaan secara langsung melakukan kerja sama pengelolaan Rumah Sakit dengan:

- PT Bintang Amin Husada berdasarkan Perjanjian no. 0739/A00000/2020-S0 tentang Pengelolaan Rumah Sakit Bintang Amin Lampung dari 24 Maret 2020 sampai dengan 23 Maret 2024
- Rumah Sakit Universitas Indonesia berdasarkan Perjanjian no. 0086/A00000/2023-S0 tentang Pengelolaan Rumah Sakit Pendidikan Universitas Indonesia dari 18 Juni 2020 sampai dengan 31 Desember 2024
- PT Rosnati berdasarkan Perjanjian no. 1004/A00000/2023-S0 untuk pengelolaan Rumah Sakit Ummi Rosnati dari 22 Desember 2023 sampai dengan 21 Desember 2027

**Kerjasama layanan Kesehatan dengan PT Pertamina (Persero)**

Berdasarkan Perjanjian no. 0549/A00000/2023-S0 tanggal 21 Agustus 2023, Perusahaan melakukan Kerja Sama Layanan Occupational Health – Industrial Hygiene dengan PT Pertamina (Persero), PT Kilang Pertamina Internasional, PT Pertamina Patra Niaga, dan PT Pertamina International Shipping dari tanggal 1 Juli 2023 sampai dengan 31 Desember 2025.

**Pinjaman kepada entitas anak**

Pada tanggal 3 November 2023, berdasarkan Perjanjian No. 0970/A00000/2023-S0 Perusahaan memberikan pinjaman kepada PT Pertamina Bali Hospital sebesar Rp63.809 dengan suku bunga 8,45% per tahun dengan jangka waktu pembayaran maksimal 12 bulan terhitung sejak pinjaman diberikan.

***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.*

*The Company directly collaborates in the management of the Hospital by:*

- *PT Bintang Amin Husada based on Agreement no. 0739/A00000/2020-S0 concerning the Management of Bintang Amin Lampung Hospital from March 24, 2020 to March 23, 2024*
- *University of Indonesia Hospital based on Agreement no. 0086/A00000/2023-S0 concerning the Management of University of Indonesia Teaching Hospital from June 18, 2020 to December 31, 2024*
- *PT Rosnati based on Agreement no. 1004/A00000/2023-S0 for the management of Ummi Rosnati Hospital from December 22, 2023 to December 21, 2027*

***Health service co-operation with PT Pertamina (Persero)***

*Based on Agreement no. 0549/A00000/2023-S0 dated August 21, 2023, the Company cooperates in Occupational Health - Industrial Hygiene Services with PT Pertamina (Persero), PT Kilang Pertamina Internasional, PT Pertamina Patra Niaga, and PT Pertamina International Shipping from July 1, 2023 to December 31, 2025.*

***Loan to subsidiary***

*On November 3, 2023, based on Agreement No. 0970/A00000/2023-S0 the Company provides a loan to PT Pertamina Bali Hospital amounting to Rp63,809 with an interest rate of 8.45% per year with a maximum repayment period of 12 months from the date the loan is granted.*

## 32. PERJANJIAN PENTING (lanjutan)

**Pelayanan Jasa *Notional Pooling***

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")

Berdasarkan addendum perjanjian Pelayanan Jasa *Notional Pooling* pada tanggal 20 Maret 2020, PT Pertamina (Persero) dan entitas anak tertentu, termasuk Perusahaan memperoleh fasilitas rekening koran dari BRI, dimana setiap Peserta *Pooling* dapat melakukan penarikan hingga sesuai dengan Limit Defisit sepanjang nilai Limit Defisit sama atau lebih kecil dari Saldo Konsolidasi *Pooling* atau maksimal sebesar Saldo Konsolidasi Pooling jika nilai Saldo Konsolidasi Pooling lebih kecil dari Limit Defisit (lihat Catatan 34).

PT Bank Mandiri (Persero) Tbk ("Mandiri")

Berdasarkan addendum perjanjian Pelayanan Jasa *Notional Pooling* pada tanggal 12 September 2022, PT Pertamina (Persero) dan entitas anak tertentu, termasuk Perusahaan memperoleh fasilitas rekening koran dari Mandiri, dimana setiap Peserta *Pooling* dapat melakukan penarikan hingga sesuai dengan Limit Defisit sepanjang nilai Limit Defisit sama atau lebih kecil dari Saldo Konsolidasi *Pooling* atau maksimal sebesar Saldo Konsolidasi Pooling jika nilai Saldo Konsolidasi Pooling lebih kecil dari Limit Defisit.

## *32. SIGNIFICANT AGREEMENTS (continued)*

***Notional Pooling Services***

*PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")*

*Based on the addendum to the Notional Pooling Services agreement dated March 20, 2020, PT Pertamina (Persero) and certain subsidiaries, including the Company, obatin a current account facility from BRI, where each Pooling Participant can withdraw up to the Deficit Limit value is equal to or smaller than the Pooling Consolidated Balance or a maximum of the Pooling Consolidated Balance if the Pooling Consolidated Balance value is smaller than the Deficit Limit (Note 34).*

*PT Bank Mandiri (Persero) Tbk ("Mandiri")*

*Based on the addendum to the Notional Pooling Services agreement dated September 12, 2022, PT Pertamina (Persero) and certain subsidiaries, including the Company, obtain a current account facility from Mandiri, where each Pooling Participant can withdraw up to the Deficit Limit as long as the Deficit Limit value is equal to or smaller than the Pooling Consolidated Balance or a maximum of the Pooling Consolidated Balance if the Pooling Consolidated Balance value is smaller than the Deficit Limit.*

## 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:*

| | 31 Desember 2023/ *December 31, 2023* | 31 Desember 2022/ *December 31, 2022* | |
|---|---|---|---|
| Penambahan aset tetap melalui utang | 142.190 | 70.036 | *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 2023 / December 31, 2023**

| | Saldo awal/ *Beginning balance* | Penerimaan/ *Receipt* | Pembayaran/ *Payment* | Non-arus kas/ *Non-cashflow* | Saldo akhir/ *Ending balance* | |
|---|---|---|---|---|---|---|
| Utang bank jangka pendek | 6.221 | 150.000 | - | - | 156.221 | *Short-term bank loan* |
| Utang bank jangka panjang | 559.602 | 229.241 | (47.011) | - | 741.832 | *Long-term bank loan* |
| Pinjaman lembaga keuangan | 14.176 | - | (14.176) | - | - | *Financial institution loan* |
| Pinjaman wajib konversi | 563.884 | - | (612.380) | 48.496 | - | *Mandatory convertible loan* |
| | 1.143.883 | 379.241 | (673.567) | 48.496 | 898.053 | |

**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 | |

## 34. PERISTIWA SETELAH TANGGAL PELAPORAN

**PT Pertamina Bina Medika IHC ("Perusahaan")**

Perjanjian *Mandatory Convertible Bond* dengan PT Swire Investments

Pada tanggal 21 Desember 2023, Perusahaan (penerbit) melakukan perjanjian obligasi wajib konversi ("MCB") dengan PT Akar Investasi Indonesia dan PT Swire Investments (pemegang obligasi). Perusahaan menyetujui untuk menerbitkan MCB tanpa jaminan dengan nilai awal secara agregat sebesar Rp2.655.684 ke pemegang obligasi, dan masing-masing pemegang obligasi menyetujui untuk memiliki MCB sebesar Rp1.327.842 dengan persyaratan tertentu.

## *34. SUBSEQUENT EVENTS AFTER REPORTING DATE*

***PT Pertamina Bina Medika ("Perusahaan")***

*Mandatory Convertible Bond Agreement with PT Swire Investments*

*On December 21 2023, the Company (issuer) entered into a Mandatory Convertible Bond ("MCB") Issuance agreement with PT Akar Investasi Indonesia and PT Swire Investments (holder). The Company agrees to issue MCB without collateral with an aggregate initial value of IDR 2,655,684 to holder, and each holder agrees to own MCB of IDR 1,327,842 with certain conditions.*

## 34. PERISTIWA SETELAH TANGGAL PELAPORAN

**PT Pertamina Bina Medika IHC ("Perusahaan") (lanjutan)**

Perjanjian *Mandatory Convertible Bond* dengan PT Swire Investments (lanjutan)

Berdasarkan perjanjian, pemegang MCB berhak mendapatkan kupon MCB senilai total dividen yang seharusnya didapatkan investors apabila MCB dikonversi menjadi lembar saham. Kupon MCB akan jatuh tempo dan dibayarkan dalam 10 hari kerja setelah dividen dibayarkan ke pemegang saham. Apabila Perusahaan gagal membayar kupon MCB saat jatuh tempo, Perusahaan dikenakan bunga sebesar JIBOR + 1% per tahun.

Konversi MCB ke modal disetor dilakukan ketika Perusahaan melakukan IPO yang ditargetkan sebelum tanggal 1 Juni 2028.

Sampai dengan tanggal 01 April 2024, Perusahaan belum menerima pencairan dana atas MCB.

Penambahan Modal Anak Perusahaan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler PT Bakti Timah Solusi Medika ("BTSM") No. 43 tanggal 23 Januari 2024, pemegang saham menyetujui peningkatan modal sebesar Rp1.470 dari Perusahaan kepada BTSM, sehingga kepemilikan saham Perusahaan meningkat dari 96,00% menjadi 97,09%. Sampai dengan tanggal 01 April 2024, Perusahaan telah melakukan penambahan penyertaan modal kepada BTSM sebesar Rp1.278.

Pemberian Pinjaman Kepada Anak Perusahaan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler PT Pertamedika Bali Hospital ("PBH") No. RRD-003/PBH00000/2023-S0 tanggal 22 Desember 2023, pemegang saham PBH menyetujui pemberian pinjaman oleh Perusahaan kepada PBH sebesar Rp257.564 dengan suku bunga 8,05% per tahun dengan jangka waktu maksimal 12 bulan terhitung sejak pinjaman diberikan. Sampai dengan tanggal 01 April 2024, Perusahaan telah memberikan pinjaman sebesar Rp165.704.

## *34. SUBSEQUENT EVENTS AFTER REPORTING DATE*

***PT Pertamina Bina Medika ("Perusahaan") (continued)***

*Mandatory Convertible Bond Agreement with PT Swire Investments (continued)*

*Based on the agreement, MCB holders are entitled to an MCB coupon worth the total dividend that investors should receive if the MCB is converted into shares. MCB Coupons will be due and paid within 10 working days after the dividend is paid to shareholders. If the Company fails to pay the MCB coupon when due, the Company will be subject to interest of JIBOR + 1% per year.*

*The conversion of MCB to paid-up capital is carried out when the Company conducts an IPO which is targeted before June 1 2028.*

*As of April 01, 2024, the Company has not yet received drawdown of MCB.*

*Addition Investment of Subsidiary*

*Based on the circular shareholder decision of PT Bakti Timah Solusi Medika ("BTSM") No. 43 dated January 23, 2024, shareholders approved a capital increase of Rp1,470 from the Company to BTSM, thus the Company's share ownership increased from 96.00% to 97.09%. As of April 1, 2024, the Company has made an additional capital participation to BTSM of Rp1,278.*

*Provision of Loans to Subsidiary*

*Based on the circular shareholder decision of PT Pertamedika Bali Hospital ("PBH") No. RRD-003/PBH00000/2023-S0 dated December 22, 2023, PBH's shareholder approved the provision of loans to PBH amounting to Rp257,564 with an interest rate of 8.05% per year with a maximum period of 12 months from the time the loan was granted. As of April 01, 2024, the Company has provided loans amounting to Rp165,704.*

**34. PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)**

Utang Bank

PT Pertamina Bina Medika IHC (”Perusahaan”)

PT Bank Mandiri (Persero) Tbk (“Mandiri”)

Pada tanggal 22 Februari 2024, Perusahaan melakukan pencairan dana pinjaman tahap dua sebesar Rp150.000 atas fasilitas utang bank jangka pendek dari Mandiri sesuai Perjanjian Kredit Jangka Pendek No. WCO.KP/2052/KJP/2023.KP/55.

PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)

Pada tanggal 20 Februari 2024, Perusahaan melakukan penarikan dana fasilitas rekening koran Notional Pooling dari BRI sebesar Rp100.000.

PT Pertamedika Bali Hospital (”PBH”)

PT Bank Syariah Indonesia (“BSI”)

Berdasarkan Perjanjian Kredit Musyarakah Mutanaqishah tanggal 08 Maret 2024 yang telah dinotariskan dengan Akta No. 05 dan No. 06 dari Joko Dwi Ariyanto, SH., M.Kn.. PBH memperoleh fasilitas kredit bangunan dan alat kesehatan dengan nilai maksimum masing-masing sebesar Rp447.000 dan Rp353.000 dari BSI. Tujuan pemberian fasilitas ini adalah untuk pembangunan gedung Rumah Sakit Bali International. Sampai dengan tanggal 01 April 2024, PBH telah melakukan penarikan fasilitas kredit bangunan sebesar Rp240.752.

Pembayaran Dividen Ke Pemilik Saham

Pada tanggal 4 Maret 2024, Perusahaan membayar dividen terutang tahun 2023 kepada PT Perkebunan Nusantara XI sebesar Rp214.

***34. SUBSEQUENT EVENTS AFTER REPORTING DATE (continued)***

*Bank Loan*

*PT Pertamina Bina Medika IHC (”the Company”)*

*PT Bank Mandiri (Persero) Tbk (“Mandiri”)*

*On February 22, 2024, the Company disbursed the loan phase two amounting to Rp150,000 of the short-term loan facility from Bank Mandiri according to loan agreement No. WCO.KP/2052/KJP/2023.KP/55.*

*PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)*

*On February 20, 2024, the Company drawdown from overdraft facility Notional Pooling from BRI amounting to Rp100,000.*

*PT Pertamedika Bali Hospital (”PBH”)*

*PT Bank Syariah Indonesia (“BSI”)*

*Based on the Musyarakah Mutanaqishah Credit Agreement dated March 8, 2024 which has been notarized by Deed No. 05 and No. 06 of Joko Dwi Ariyanto, SH., M.Kn.. PBH obtained building and medical device loan facilities with a maximum value of Rp447,000 and Rp353,000 respectively from BSI. The purpose of providing this facility is for the construction of the Bali International Hospital. As of April 1, 2024, PBH has withdrawn the building loan facility of Rp240,752.*

*Dividend Payments To Shareholder*

*On March 4, 2024, the Company paid dividend payable for year 2023 to PT Perkebunan Nusantara XI amounting to Rp214.*

## 35. REKLASIFIKASI AKUN

Beberapa akun dalam laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023, telah direklasifikasi agar sesuai dengan penyajian laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023.

## *35. RECLASSICATION OF ACCOUNT*

*Certain accounts in the consolidated statement of financial position as of December 31, 2023, have been reclassified to conform with the consolidated statement of financial position as of December 31, 2023.*

| | **31 Desember 2023 / *December 31, 2023*** | | | |
|---|---|---|---|---|
| | **Sebelum reklasifikasi/ *Before reclassification*** | ***Reklasifikasi/ Reclassification*** | **Setelah reklasifikasi/ *After reclassification*** | |
| **Piutang usaha** | | | | ***Trade receivables*** |
| Pihak berelasi | 444.046 | 217.645 | 661.691 | *Related parties* |
| Pihak ketiga | 1.126.541 | (217.645) | 908.896 | *Third parties* |
| **Total** | **1.570.587** | **-** | **1.570.587** | ***Total*** |
| **Utang usaha** | | | | ***Trade payables*** |
| Pihak berelasi | 53.143 | 12.960 | 66.103 | *Related parties* |
| Pihak ketiga | 554.982 | (12.960) | 542.022 | *Third parties* |
| **Total** | **608.125** | **-** | **608.125** | ***Total*** |

**2023**
**Laporan Tahunan**
Annual Report

# Bersama Meningkatkan Ketahanan Kesehatan Nasional

Together Improving National Health Security

PERTAMEDIKA
PERTAMINA BINA MEDIKA

IHC
Indonesia Healthcare Corporation

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