Laporan
Tahunan
2020
Annual Report

JASA RAHARJA
A member of IFG

Transformasi Bisnis Di Masa Penuh Tantangan

Business Transformation in Challenging Era

PT JASA RAHARJA

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A member of IFG

SANGGAHAN DAN BATASAN TANGGUNG JAWAB

DISCLAIMER AND LIMITATION OF RESPONSIBILITY

Selamat datang di Laporan Tahunan 2020 PT Jasa Raharja dengan tema "Transformasi Bisnis di Masa Penuh Tantangan". Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam berdasarkan fakta dan perkembangan bisnis PT Jasa Raharja sepanjang tahun 2020 serta masa depan keberlanjutan bisnis Perseroan.

Laporan Tahunan 2020 ini diterbitkan sesuai Peraturan Menteri BUMN PER-09/MBU/2012 Tanggal 06 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara. Selain itu, Laporan Tahunan ini juga mengacu pada Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dan Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 Tentang Bentuk dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik.

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

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis di mana Perseroan menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, mengingat kinerja aktual di masa depan dapat berbeda dengan pernyataan pada Laporan Tahunan ini karena dapat dipengaruhi oleh beberapa faktor di luar kendali Perseroan.

Laporan tahunan ini memuat kata "Jasa Raharja" dan "Perseroan" yang didefinisikan sebagai PT Jasa Raharja yang menjalankan kegiatan usaha di bidang asuransi sosial. Penyebutan satuan mata uang "Rupiah", "Rp" atau IDR merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dolar AS" atau USD merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah.

Laporan ini 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. Laporan Tahunan ini dapat dilihat dan diunduh di *website* resmi Jasa Raharja yaitu www.jasaraharja.co.id.

The 2020 Annual Report of PT Jasa Raharja has the theme "Business Transformation in Challenging Era". The theme was chosen based on in-depth analysis and study based on facts and business developments of PT Jasa Raharja throughout 2020 as well as the future of the Company's business sustainability.

This 2020 Annual Report is published in accordance with the Regulation of the Minister of SOEs PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. In addition, this Annual Report also refers to the Financial Services Authority Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies and Circular Letter of the Financial Services Authority No. 30/SEOJK.04/2016 Regarding the Form and Content of the Annual Report of Issuers or Public Companies.

This Annual Report contains statements on financial condition, operation results, projections, plans, strategies, policies as well as objectives of the Company, which are classified as forward-looking statement in the implementation of prevailing laws and regulations. Such forward-looking statements are subject to risk prospects, uncertainty, and may result in actual developments being materially different from those reported.

Prospective statements in this Annual Report are prepared based on numerous assumptions concerning current and future conditions of the Company and the business environment in which the Company runs its business. The Company shall have no obligation to guarantee that all valid documents presented will bring specific results as expected considering the actual performance in the future may differ from the statement in this Annual Report because it can be influenced by several factors beyond the control of the Company.

This Annual Report contains the word "the Company" and "Jasa Raharja", which referred to PT Jasa Raharja as the company which conducts its main business in social insurance sector. The term "Rupiah" or "IDR" refers to the official currency of the Republic of Indonesia; meanwhile, "US Dollar" or "USD" refers to the official currency of the United States of America. All financial information is presented in the currency of Rupiah.

This report 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. This Annual Report can be viewed and downloaded on Jasa Raharja's official website, namely www.jasaraharja.co.id.

PEMBERITAHUAN TABEL DAN GRAFIK

NOTES ON THE TABLES AND GRAPHS

Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah Bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah Bahasa Indonesia dan Bahasa Inggris sesuai konteks.

The tables and graphs in this Annual Report present numerical data with writing standards following Indonesian language rules. Numerical presentation in the text uses standard Indonesian and English language rules according to context.

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PENJELASAN TEMA
THEME EXPLANATION

Transformasi Bisnis di Masa Penuh Tantangan
Business Transformation in Challenging Era

Tahun 2020 menjadi tahun yang sangat menantang. Merebaknya pandemi COVID-19 telah membuat kondisi ekonomi dan bisnis di dunia dan Indonesia mengalami penurunan yang sangat tajam. Hal ini juga memberikan pengaruh yang cukup besar terhadap kinerja Jasa Raharja.

Di tengah kondisi yang sangat menantang tersebut, Jasa Raharja terus melakukan program transformasi bisnis dan tarnsformasi digital. Terlebih di tahun 2020, Perseroan juga secara resmi bergabung dalam *Holding* BUMN Keuangan (Indonesia Financial Group) yang digagas oleh Kementerian BUMN. Hal ini menjadi kekuatan tambahan bagi Perseroan untuk meraih kinerja yang lebih optimal di masa mendatang.

Tahun 2020 Perseroan juga berhasil membukukan kinerja yang positif dan menjadi fondasi yang kuat bagi Perseroan untuk mengemban amanah Undang-Undang No. 33 dan No. 34 tahun 1964 tentang Asuransi Kecelakaan Penumpang Umum dan Lalu Lintas Jalan.

The year 2020 was a very challenging year. The outbreak of the COVID-19 pandemic has made economic and business conditions in the world and Indonesia experience a very sharp decline. This also has a considerable influence on the performance of Jasa Raharja.

In the midst of these very challenging times, Jasa Raharja continues to carry out business transformation and digital transformation programs. Moreover, in 2020, the Company also officially joined the Financial SOE Holding (Indonesia Financial Group) which was initiated by the Ministry of SOEs. This provides an additional strength for the Company to achieve a more optimal performance in the future.

In 2020 the Company also managed to record a positive performance and become a strong foundation for the Company to conduct the mandate of Law no. 33 and No. 34 of 1964 concerning Accident Insurance for Public Transportation Passenger and Road Traffic Accident Insurance.

KESINAMBUNGAN TEMA
THEME CONTINUITY

2019

Integrasi Digltal Untuk kinerja Optimal

Digital Integration for Optimal Performance

2018

Kelincahan Melalui Transformasi Digital

Agility Through Digital Transformation

2017

Meningkatkan Kinerja Perusahaan dengan Kreativitas Digital

Improving The Company's Performance with Digital Creativity

2016

Menjaga Generasi Bangsa, Terjamin Berkelanjutan

Safeguarding Future Generations Guaranteeing Sustainability

PENCAPAIAN PENTING 2020
ESSENTIAL ACHIEVEMENTS IN 2020

Rp14,93 Triliun
IDR14.93 Trillion

Total Aset Jasa Raharja pada akhir tahun 2020 mencapai Rp14,93 triliun, meningkat 0,85% dibandingkan tahun sebelumnya Rp14,80 triliun.

Jasa Raharja's total assets at the end of 2020 reached IDR14.93 trillion, or an increase of 0.85% compared to the previous year of IDR14.80 trillion.

Rp11,49 Triliun
IDR11.49 Trillion

Perseroan mencatat pertumbuhan ekuitas sebesar 1,21% di tahun 2020 menjadi Rp11,49 triliun dari tahun sebelumnya Rp11,35 triliun.

The Company recorded an equity growth of 1.21% in 2020 from the previous year of IDR11.35 trillion to IDR11.49 trillion.

Rp1,50 Triliun
IDR1.50 Trillion

Di tengah kondisi yang sangat menantang sepanjang tahun 2020, Jasa Raharja mampu membukukan laba bersih sebesar Rp1,50 triliun atau mencapai 209,73% dari target yang ditetapkan.

In the midst of very challenging times throughout 2020, Jasa Raharja was able to record a net profit of IDR1.50 trillion or 209.73% of the target.

IFG
IFG

Tahun 2020 Jasa Raharja bergabung dalam *Holding* BUMN Keuangan, Indonesia Financial Group (IFG). Hal ini menjadi energi tambahan bagi Perseroan untuk dapat meraih pertumbuhan kinerja yang lebih baik di masa-masa mendatang.

In 2020 Jasa Raharja joined the Financial SOE Holding, Indonesia Financial Group (IFG). This becomes additional energy for the Company to be able to achieve better performance growth in the future.

96,50
96.50

Skor asesmen GCG Jasa Raharja tahun 2020 berdasarkan kriteria Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 mencapai 96,50 dengan kategori "Sangat Baik".

Jasa Raharja's GCG assessment score in 2020 is based on the criteria in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 reached 96.50 with the category "Very Good".

PEMENUHAN ASPIRASI *STAKEHOLDER*

FULFILLMENT OF STAKEHOLDER ASPIRATIONS

Aspirasi pemangku kepentingan merupakan aspirasi atau mandat yang diberikan oleh segenap pihak yang dapat mempengaruhi dan memiliki kepentingan terhadap pencapaian tujuan Perseroan. PT Jasa Raharja, telah melakukan seleksi terhadap mandat dari pemangku kepentingan untuk menentukan arah Perseroan, dalam jangka panjang yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2019-2023, yaitu sebagai berikut:

Pemegang Saham

PT Jasa Raharja sebagai perusahaan yang bergerak di bidang asuransi sosial senantiasa berkomitmen untuk memberikan dividen kepada pemegang saham serta berupaya memperlancar integrasi logistik dalam upaya mendukung pembangunan dalam lingkup makro ekonomi. Lebih lanjut, Manajemen Perseroan akan berupaya memenuhi keinginan *Shareholder* yang antara lain:

1. Senantiasa mengutamakan peningkatan efisiensi dan produktivitas serta optimalisasi kinerja Perseroan;
2. Peningkatan optimalisasi Teknologi Informasi dalam pengembangan sistem dan prosedur termasuk di dalamnya peningkatan kemampuan infrastruktur dan suprastruktur;
3. Membentuk lingkungan kerja yang tanggap terhadap kaidah dan norma penyelenggaraan GCG;
4. Membudayakan prinsip pembangunan dan pemeliharaan secara berencana, produktif, efisien, dan peka terhadap perkembangan teknologi Perseroan;
5. Membentuk kesadaran perlunya pengawasan guna menunjang keberhasilan manajemen.

Pelanggan

Perseroan menyadari bahwa pelanggan merupakan salah satu aset Perseroan yang penting. Untuk itu, upaya perbaikan berkelanjutan dilakukan oleh Perseroan untuk memenuhi keinginan pelanggan yang antara lain:

1. Kesiapan dan ketersediaan fasilitas Perseroan yang andal;
2. Ketepatan waktu pelayanan, sistem informasi yang *realtime* dan tarif jasa Perseroan yang kompetitif;
3. Berkualitas dalam memberikan pelayanan jasa Perseroan melebihi standar yang ditetapkan.

Pegawai

Pegawai merupakan entitas Perseroan yang sentral dalam suatu Perseroan. Apapun bentuk serta tujuannya, organisasi dibuat berdasarkan berbagai visi untuk kepentingan manusia dan dalam pelaksanaan misinya dikelola dan diurus oleh manusia. Jadi, manusia merupakan faktor strategis dalam semua kegiatan Perseroan/organisasi.

Stakeholder aspirations are aspirations or mandates given by all parties that may influence and have interest towards the Company's objectives achievement. The Company has conducted selection of the mandates given by the stakeholders to determine the direction of the Company, in the long term as set out in the Company's 2019-2023 Long Term Plan (RJPP), as follows:

Shareholders

PT Jasa Raharja as a State-Owned Enterprise (SOE), which is engaged in the field of social insurance, is always committed to providing dividends to its shareholder and striving to facilitate logistical integration in efforts to support development within the scope of Macroeconomics. Furthermore, the Company's Management will endeavor to fulfill the wishes of Shareholder which include:

1. Always prioritizing the Company's efficiency and productivity increase as well as performance optimization;
2. Improving the optimization of Information Technology in the development of systems and procedures, including enhancing the capabilities of infrastructure and superstructure;
3. Establishing a work environment which is responsive to the principles and norms of implementing GCG;
4. Cultivating the principles of development and maintenance in a planned, productive, efficient and sensitive manner to the development of the Company's technology;
5. Establishing awareness of the need for supervision to support management success.

Customers

The Company realizes that the customer is one of the Company's important assets. To that end, continuous improvement efforts are made by the Company to meet the interests of customers, which include:

1. Readiness and availability of the Company's reliable facilities;
2. Timeliness of services, Real-time information systems and competitive service fees of the Company;
3. Quality in providing services of the Company that exceeds the established standards.

Employees

Employees refer to the Company's entities that are central within the Company. In any form and objective, an organization is made based on various visions for the benefit of people and in the implementation of its mission is managed and carried out by people. Therefore, people are strategic factor in all activities of the Company/organization.

Menyadari hal tersebut, Manajemen Perseroan senantiasa memenuhi aspirasi pegawai Perseroan yang antara lain:
1. Peningkatan kompetensi pegawai sesuai dengan perkembangan bisnis dan kebutuhan organisasi;
2. Memberikan kesejahteraan berdasarkan prestasi kerja pegawai.

Masyarakat

Perseroan berupaya memperhatikan kehadiran dan keberadaan masyarakat di sekitarnya yaitu dengan memenuhi keinginan masyarakat yang antara lain:
1. Berpartisipasi aktif dalam kegiatan kemasyarakatan di lingkungan Perseroan;
2. Berwawasan lingkungan dalam segala kegiatan Perseroan;
3. Berperan aktif dalam melakukan kegiatan Kemitraan dan Bina Lingkungan terhadap masyarakat sekitar.

Mitra Kerja

Mitra kerja merupakan pihak ketiga yang menyediakan barang, jasa, maupun produk yang dibutuhkan oleh Perseroan untuk meningkatkan kinerja organisasi sekaligus mencapai tujuan organisasi yang telah ditetapkan. Mengingat, pentingnya peranan mitra kerja tersebut, maka Manajemen Perseroan berupaya untuk memenuhi keinginan dan aspirasi mitra kerja yang antara lain:
1. Transparansi dan adil dalam pelaksanaan kerja sama usaha;
2. Keberlangsungan kerja sama usaha dalam jangka panjang.

Realizing this, the Company's management always fulfills the aspirations of the Company's employees which include:
1. Improved employee competency in accordance with business development and organizational needs;
2. Provide welfare based on employee work performance.

Public

The Company strives to recognize the presence and existence of the surrounding community by fulfilling the wishes of the community which include:
1. Actively participating in community activities within the Company environment;
2. Environmental insight in all of the Company's activities;
3. Performing an active role in carrying out Partnership and Community Development Program activities for the surrounding community.

Business Partners

Business partners are third parties who provide goods, services, and products needed by the Company to improve organizational performance while achieving organizational goals. Considering the important role of it business partners, the Company's Management seeks to fulfill the desires and aspirations of the business partners which include:
1. Transparency and fair in implementing business cooperation;
2. Sustainability of long-term business cooperation.

JASA RAHARJA

PERFORMA 2020

2020 Performance

Meskipun mengalami penurunan akibat dampak pandemi COVID-19 yang menyebabkan perlambatan industri asuransi, Jasa Raharja tetap dapat menjaga profitabilitasnya dengan baik.

Despite experiencing a decline due to the impact of the COVID-19 pandemic which generated a slowdown in the insurance industry, Jasa Raharja was still able to maintain the profitability well.

E-Procurement
HRIS
SIAP MOBILE
Survey
YONSEI MONICA
IPK
PKBL Online
Website

IKHTISAR DATA KEUANGAN PENTING

KEY FINANCIAL HIGHLIGHTS

Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

(dalam jutaan Rupiah)	2020	2019	2018
Pendapatan			
Pendapatan Premi - Bersih	4.868.452	5.346.780	5.415.452
Pendapatan Investasi	976.175	1.037.650	920.324
Pendapatan Lain-lain - Bersih	437.880	612.671	639.292
Jumlah Pendapatan	6.282.507	6.997.101	6.975.421
Beban-beban**	(4.430.589)	(5.092.096)	(4.950.562)
Laba Sebelum Pajak Penghasilan	1.851.918	1.905.005	2.024.859
Beban Pajak Penghasilan	(343.021)	(346.004)	(398.585)
Laba Bersih Tahun Berjalan	1.508.897	1.559.001	1.626.274
Penghasilan Komprehensif Lain	(65.742)	72.338	(428.154)
Jumlah Laba Komprehensif Tahun Berjalan	1.443.155	1.631.339	1.198.120
Laba Tahun Berjalan yang Diatribusikan Kepada:			
Pemilik Entitas Induk	1.504.501	1.551.785	1.620.235
Kepentingan Non-Pengendali	4.396	7.216	6.039
	1.508.897	**1.559.001**	**1.626.274**
Laba Komprehensif yang Dapat Diatribusikan Kepada:			
Pemilik Entitas Induk	1.437.643	1.623.540	1.193.047
Kepentingan Non-Pengendali	5.512	7.799	5.073
	1.443.155	**1.631.339**	**1.198.120**
Laba per Saham (Rupiah penuh)	177.000	182.563	324.047

*) Disajikan kembali dan direklasifikasi
**) Beban-beban terdiri dari akun Beban Klaim dan Manfaat (Klaim dan Manfaat, Klaim reasuransi dan Kenaikan/Penurunan estimasi liabilitas klaim), Beban Akuisisi dan Komisi, serta Beban Umum dan Administrasi.

Consolidated Profit (Loss) and Other Comprehensive Income

2017*	2016*	YoY 2019-2020 (%)	CAGR 2016-2020 (%)	(in IDR million)
				Revenues
4.608.952	4.503.249	-8,95%	1,97%	Premium Income - Net
1.048.569	859.783	-5,92%	3,22%	Investment Income
715.986	1.256.821	-28,53%	-23,17%	Other Income - Net
6.373.507	6.632.072	-10,21%	-1,34%	Total Revenue
(4.149.963)	(3.657.093)	-12,99%	4,91%	Expenses**
2.223.544	2.974.979	-2,79%	-11,18%	Profit before the Company's Income Tax
(373.305)	(598.023)	-0,86%	-12,97%	Income Tax Expenses
1.850.239	2.376.956	-3,21%	-10,74%	Net Profit for the Year
40.529	311.163	-190,88%	N/a	Other Comprehensive Income
1.890.768	2.688.119	-11,54%	-14,40%	Total Comprehensive Income for the Year
				Income for the Year Attributable To:
1.843.566	2.373.301	-3,05%	-10,77%	Owner of the Parent Entity
6.673	3.655	-39,08%	4,72%	Non-controlling Interest
1.850.239	**2.376.956**	**-3,21%**	**-10,74%**	
				Comprehensive Income Attributable To:
1.883.655	2.687.884	-11,45%	-14,48%	Owner of the Parent Entity
7.113	235	-29,32%	120,07%	Non-controlling Interest
1.890.768	**2.688.119**	**-11,54%**	**-14,40%**	
368.713	474.660	-3,05%	-21,86%	Earnings per Share (full Rupiah)

*) Restated and reclassified
**) Expenses consist of Claims and Benefits Expenses (Claims and Benefits, reinsurance claims and Increase/Decrease in estimated claim liabilities), Acquisition and Commission Expenses, as well as General and Administrative Expenses.

Posisi Keuangan Konsolidasian

(dalam jutaan Rupiah)	2020	2019	2018
Aset			
Kas dan Kas pada Bank	290.633	227.391	179.101
Investasi**	14.174.138	13.869.524	12.855.293
Aset Lancar***	1.889.451	1.749.702	1.094.249
Aset Tetap	820.414	820.789	778.628
Aset Lain-lain****	425.564	487.182	489.878
Jumlah Aset	**17.309.567**	**16.927.197**	**15.218.048**
Liabilitas dan Ekuitas			
Liabilitas			
Utang Klaim	22.384	29.449	38.215
Utang Reasuransi	84.466	126.295	129.726
Utang Pajak	112.386	94.866	35.107
Cadangan Teknis*****	4.411.873	4.254.848	3.605.401
Liabilitas Lainnya******	1.105.694	1.001.708	729.407
Jumlah Liabilitas	**5.746.803**	**5.507.166**	**4.537.856**
Ekuitas			
Pemilik Entitas Induk	11.492.988	11.355.345	10.622.934
Kepentingan Non Pengendali	69.776	64.685	57.258
Jumlah Ekuitas	**11.562.764**	**11.420.030**	**10.680.192**
Jumlah Liabilitas dan Ekuitas	**17.309.567**	**16.927.196**	**15.218.048**

*) Disajikan kembali dan direklasifikasi
**) Investasi terdiri dari akun Deposito Wajib dan Berjangka, Efek-efek Bersih, serta Penyertaan Langsung.
***) Aset Lancar terdiri dari akun Kas dan Kas pada Bank, Piutang Hasil Investasi, Piutang Premi, Piutang Resuransi, Beban Akisisi Ditangguhkan, serta Aset Reasuransi.
****) Aset Lain-lain terdiri dari akun Aset Pajak Tangguhan serta Aset dan Piutang Lain-lain.
*****) Cadangan Teknis terdiri dari akun Estimasi Liabilitas Klaim serta Cadangan atas Premi yang Belum Merupakan Pendapatan.
******) Liabilitas Lainnya terdiri dari akun Akrual dan Utang Lain-lain, serta Liabilitas Imbalan Kerja.

Consolidated Statement of Financial Position

2017*	2016*	YoY 2019-2020 (%)	CAGR 2016-2020 (%)	(in IDR million)
				Assets
238.094	132.877	27,81%	21,61%	Cash and cash in banks
12.919.709	11.338.671	2,20%	5,74%	Investment**
869.407	1.000,373	7,99%	559,24%	Current Assets***
734.404	700.687	-0,05%	4,02%	Fixed Assets
597.946	102.313	-12,65%	42,81%	Other Assets****
15.121.466	**13.142.044**	**2,26%**	**7,13%**	**Total Assets**
				Liabilities and Equity
				Liabilities
63.473	70.658	-23,99%	-24,98%	Claim Payables
82.939	75.874	-33,12%	2,72%	Due to Reinsurers
132.008	101.750	18,47%	2,52%	Taxes Payables
3.489.792	2.758.354	3,69%	12,46%	Technical Reserves*****
600.529	560.779	10,38%	18,50%	Other Liabilities******
4.368.741	**3.567.415**	**4,35%**	**12,66%**	**Total Liabilities**
				Equity
10.699.790	9.528.125	1,21%	4,80%	Owner of the Parent Entity
52.935	46.504	7,87%	10,68%	Non-controlling Interests
10.752.725	**9.574.629**	**1,25%**	**4,83%**	**Total Equity**
15.121.466	**13.142.044**	**2,26%**	**7,13%**	**Total Liabilities and Equity**

*) Restated and reclassified
**) Investments consist of Statutory and Time Deposit accounts, Net Securities, and Direct Participation.
***) Current Assets consist of Cash and Cash in Bank, Investment Income Receivables, Premium Receivables, Due from Reinsurers, Deferred Acquisition Costs, and Reinsurance Assets.
****) Other Assets consist of Deferred Tax Assets,Other Assets and Receivables.
*****) Technical Reserves consist of Estimated Claim Liabilities and Unearned Premium Reserves.
******) Other Liabilities consist of Accruals and Other Payables, as well as Employee Benefits Liabilities.

Rasio-rasio Keuangan

	2020	2019	2018
RASIO LIKUIDITAS			
Cash Ratio (%)	5,46	4,39	4,16
Acid Test Ratio (%)	239,48	237,10	247,86
Current Ratio (%)	239,48	237,10	247,86
Net Working Capital to Sales	137,90	116,23	107,29
RASIO AKTIVITAS			
Receivable Turn Over (kali/time)	0,96	1,72	1,00
Collection Period (hari/day)	21,48	20,79	19,15
Current Asset Turn Over (kali/time)	0,38	0,44	0,50
Fixed Asset Turn Over (kali/time)	6,15	6,68	6,78
Total Asset Turn Over (kali/time)	0,28	0,32	0,35
Sales to Net Working Capital (kali/time)	0,66	0,77	0,84
RASIO LEVERAGE			
Debt to Total Asset (%)	33,20	32,53	29,82
RASIO SOLVABILITAS			
Solvabilitas/Solvency (%)	301,20	307,37	335,36
Debt to Equity Ratio (%)	49,70	48,22	42,49
RASIO RENTABILITAS			
Gross Profit Margin (%)	18,04	11,95	16,48
EBITDA Margin (%)	37,14	33,03	37,87
Base Cost Productivity (BasePro) (%)	98,59	102,41	97,98
Net Profit Margin (%)	28,02	25,49	30,41
Net Return on Investment (%)	8,72	9,21	10,69
Return on Capital Employeed (%)	21,79	22,42	40,50
Net Return on Equity (%)	13,05	13,65	15,23

*) Disajikan kembali

Financial Ratios

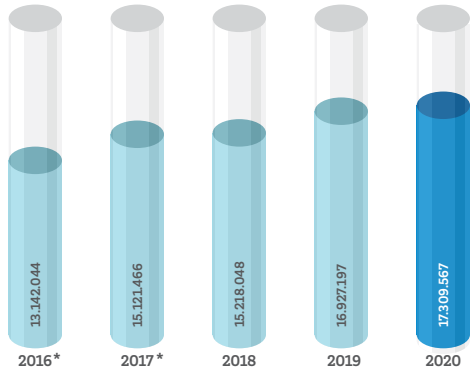
2017*	2016*	YoY 2019-2020 (%)	CAGR 2016-2020 (%)	
				LIQUIDITY RATIOS
5,71	3,70	24,37%	10,22%	Cash Ratio (%)
249,76	237,59	1,00%	0,20%	Acid Test Ratio (%)
249,76	237,59	1,00%	0,20%	Current Ratio (%)
113,69	74,57	18,64%	16,61%	Net Working Capital to Sales
				ACTIVITY RATIO
1,58	1,09	-44,19%	-3,13%	Receivable Turn Over (kali/time)
14,00	14,62	3,32%	10,10%	Collection Period (hari/day)
0,48	0,59	-13,64%	-10,42%	Current Asset Turn Over (kali/time)
7,11	7,52	-7,93%	-4,90%	Fixed Asset Turn Over (kali/time)
0,33	0,38	-12,50%	-7,35%	Total Asset Turn Over (kali/time)
0,80	1,02	-14,29%	-10,31%	Sales to Net Working Capital (kali/time)
				LEVERAGE RATIO
28,89	27,88	2,06%	4,46%	Debt to Total Asset (%)
				SOLVENCY RATIO
346,13	358,72	-2,01%	-4,28%	Solvabilitas/Solvency (%)
40,63	38,65	3,07%	6,49%	Debt to Equity Ratio (%)
				PROFITABILITY RATIO
15,71	35,35	50,96%	-15,48%	Gross Profit Margin (%)
44,53	61,01	12,44%	-11,67%	EBITDA Margin (%)
98,56	63,83	-3,73%	11,48%	Base Cost Productivity (BasePro) (%)
37,05	47,23	9,93%	-12,24%	Net Profit Margin (%)
12,24	18,11	-5,32%	-16,70%	Net Return on Investment (%)
44,47	59,50	-2,81%	-22,21%	Return on Capital Employeed (%)
17,21	25,11	-4,40%	-15,09%	Net Return on Equity (%)

*) Restate.

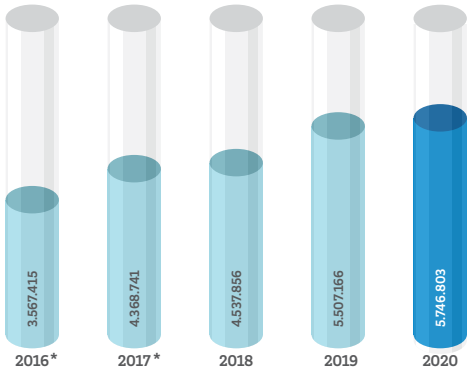
GRAFIK KEUANGAN

FINANCIAL CHARTS

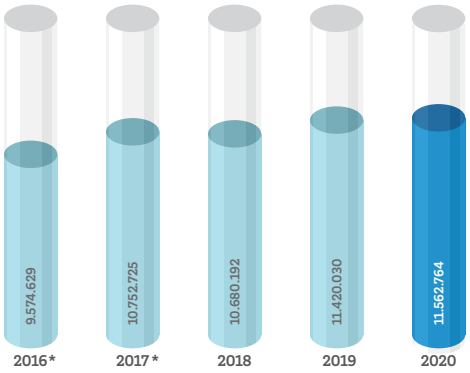
Aset
Assets
(Rp-juta)
(IDR million)



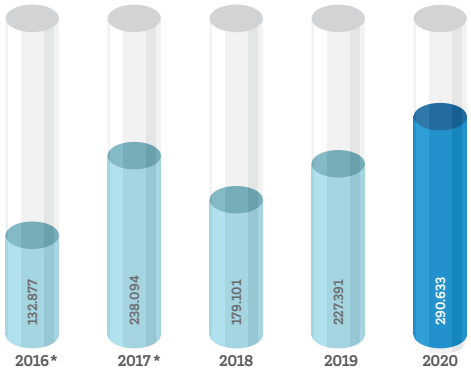
Liabilitas
Liabilities
(Rp-juta)
(IDR million)



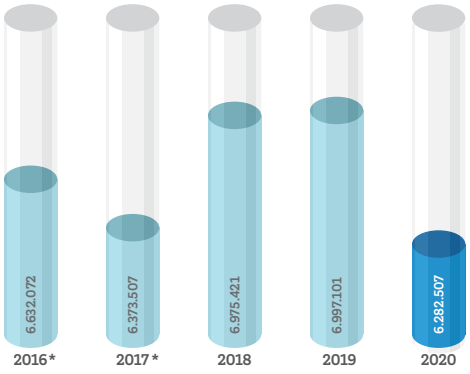
Ekuitas
Equity
(Rp-juta)
(IDR million)



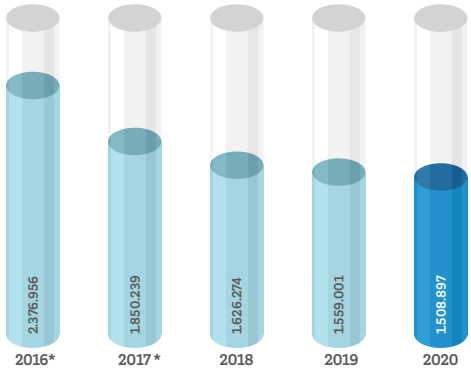
Kas dan Kas pada Bank di Akhir Tahun
Cash and Cash in Bank at the End of the Year
(Rp-juta)
(IDR million)



Pendapatan
Revenues
(Rp-juta)
(IDR million)

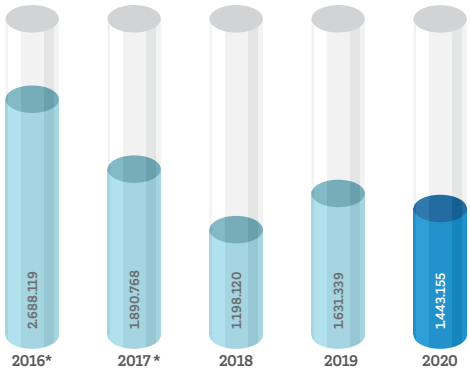


Laba Bersih Tahun Berjalan
Net Profit for the Year
(Rp-juta)
(IDR million)

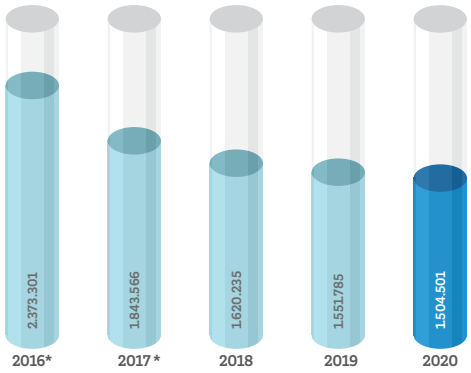


*) Disajikan kembali dan direklasifikasi
*) Restated and reclassified

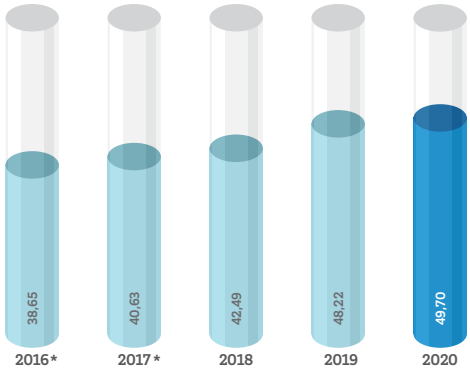
Laba Komprehensif Tahun Berjalan
Comprehensive Income for the Year
(Rp-juta)
(IDR million)



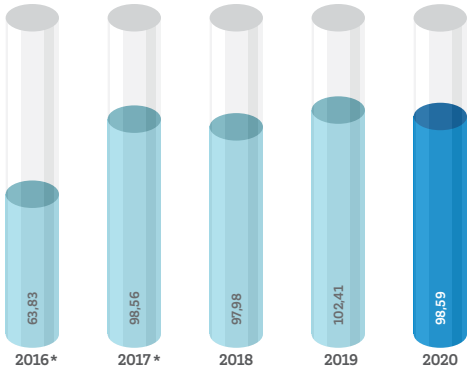
Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk
Profit for the Year Attributable to Owners of the Parent Entity
(Rp-juta)
(IDR million)



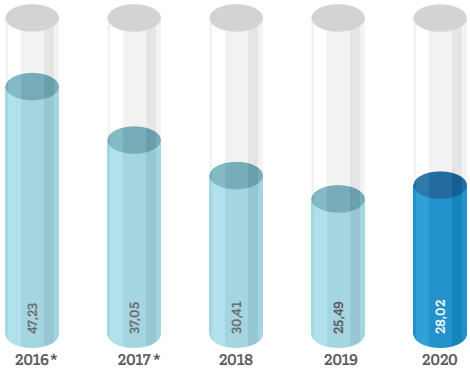
Debt to Equity Ratio
Debt to Equity Ratio
(%)



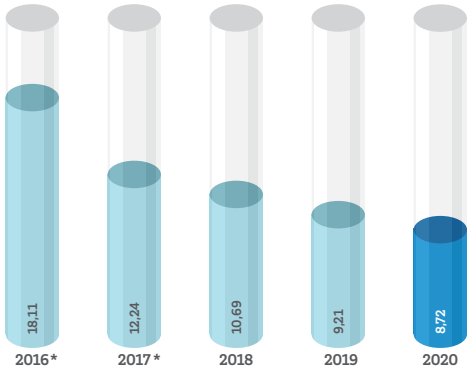
Base Cost Productivity (BasePro)
Base Cost Productivity (BasePro)
(%)



Net Profit Margin
Net Profit Margin
(%)



Net Return on Investment
Net Return on Investment
(%)



*) Disajikan kembali dan direklasifikasi
*) Restated and reclassified

IKHTISAR PENCAPAIAN PERUSAHAAN DAN ORGANISASI

THE COMPANY'S AND ORGANIZATIONAL ACHIEVEMENT HIGHLIGHTS

Sepuluh Indikator Utama Perusahaan

	2020	2019	2018
Pertumbuhan			
Pendapatan Premi Bruto/Iuran (%)	(17,85)	100,43	106,39
Laba Usaha (%)	32,59	87,74	91,51
Laba Sebelum Pajak (%)	10,87	94,46	91,33
Return On Investment (ROI) (%)	12,25	12,72	14,35
Profit Margin (%)	43,62	39,96	42,49
Solvency Margin (Rp-juta)	12.006.867	10.950.980	10.194.205
Asset Productivity (%)	28,09	31,83	33,77
Base Cost Productivity			
Rasio Efisiensi (%)	105,53	114,04	108,49
Rasio Pendapatan Investasi (RAPI) (%)	160,21	136,39	138,81
Company Productivity (Rp-juta/Orang)	1.451,13	1.453,15	1.500,29
Employee Productivity (Rp-juta/Orang)	2.174,98	2.283,95	2.274,16
Quality Performance Rate			
Inkaso Ratio (%)	9.146,52	11.286,55	11.286,55
Kecepatan Pembayaran Klaim			
Dari Tanggal Pengajuan (Jam)	0,37	0,40	0,40
Dari Tanggal Kecelakaan (Hari)	1,60	1,58	1,67

The Company's 10 Key Indicators

2017	2016	YoY 2019-2020 (%)	CAGR 2016-2020 (%)	
				Growth
145,49	104,22	-117,77%	N/a	Gross Premium Income/Contribution (%)
88,97	98,45	-62,86%	-24,15%	Operating Profit (%)
96,59	101,58	-88,49%	-42,81%	Profit Before Tax (%)
15,65	24,22	-3,69%	-15,67%	Return On Investment (ROI) (%)
49,50	70,90	9,16%	-11,44%	Profit Margin (%)
10.297.243	9.215.550	9,64%	6,84%	Solvency Margin (IDR million)
31,61	34,16	-11,75%	-4,77%	Asset Productivity (%)
				Base Cost Productivity
114,89	107,34	-7,46%	-0,42%	Efficiency Ratio (%)
135,44	101,00	17,46%	12,23%	Investment Income Ratio (RAPI) (%)
1.528,35	1.805,84	-0,14%	-5,32%	Company Productivity (IDR million/Person)
2.144,80	2.013,90	-4,77%	1,94%	Employee Productivity (IDR million/Person)
				Quality Performance Rate
8.125,81	8.432,63	-18,96%	2,05%	Inkaso Ratio (%)
				Speed of Claim Payment
0,54	0,58	-7,50%	-10,63%	Since Complete Claim Submitted (Hour/s)
1,89	2,33	1,27%	-8,97%	Since the Date of Accident (Day/s)

Ikhtisar Organisasi

	2020	2019
Jumlah Korban dan Santunan yang Dibayarkan		
Jumlah Korban (Orang)	107.497	129.440
Jumlah Nominal Santunan (Rp juta)	2.333.547	2.694.978
Kecepatan Penyelesaian Santunan		
Rata-rata Kecepatan Penyelesaian sejak Tanggal Kecelakaan Meninggal Dunia & Meninggal Dunia+Luka-luka Terjamin	1 hari 14 jam 1 day 14 hours	1 hari 15 jam 1 day 15 hours
Rata-rata Kecepatan Penyelesaian sejak Pengajuan Berkas Lengkap	19 menit 49 detik 19 minutes 49 seconds	22 menit 15 detik 22 minutes 15 seconds
Tingkat Kesehatan Perusahaan*		
Nilai Bobot	82	84
Kriteria	"Sehat AA" "Healthy, AA"	"Sehat AA" "Healthy, AA"
Kontrak Manajemen**		
Capaian *Key Performance Indicator* (KPI)	106,36	94,45
Kriteria	"Baik" "Good"	"Cukup" "Sufficiently"
Penilaian Penerapan Tata Kelola Perusahaan yang Baik***		
Skor *Assessment* GCG	96,50	96,31
Predikat Hasil *Assessment* GCG	"Sangat Baik" "Very Good"	"Sangat Baik" "Very Good"
Kriteria Penilaian Kinerja Unggul (KPKU)****		
Skor KPKU	N/a*	598
Predikat Hasil *Assessment* KPKU		*Emerging Industry Leader*
Ketenagakerjaan		
Jumlah Karyawan (Orang)	1.928	2.003
Investasi Pendidikan dan Pelatihan (Rp-juta)	17.017	35.508
Tanggung Jawab Sosial Perusahaan*****		
Jumlah Mitra Binaan	5	14
Dana Penyaluran Program Kemitraan dan Bina Lingkungan		
Program Kemitraan (Rp-juta)	9.656	94.034
Program Bina Lingkungan (Rp-juta)	26.050	31.184
Jumlah (Rp-juta)	35.706	125.218

*) Tingkat Kesehatan Perusahaan berdasarkan Keputusan Menteri Negara BUMN No. PER-10/MBU/2014 tanggal 25 Juli 2014 tentang Indikator Penilaian Tingkat Kesehatan Badan Usaha Milik Negara Jasa Keuangan Bidang Usaha Perasuransian dan Jasa Penjaminan.
**) Pencapaian target *Key Performance Indicators* (KPI) disusun berdasarkan Surat Sekretaris Kementerian BUMN No. S-08/S.MBU/2013 tanggal 16 Januari 2013 tentang Penyampaian Pedoman Penentuan KPI dan Kriteria Penilaian Kinerja Unggul pada Badan Usaha Milik Negara.

***) Metode penilaian berdasarkan 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.
****) Metode penilaian berdasarkan Surat Edaran Menteri BUMN No. S-08/S.MBU/2013 tanggal 16 Januari 2013 tentang Penyampaian Pedoman Penentuan KPI dan Kriteria Penilaian Kinerja Unggul pada Badan Usaha Milik Negara. Namun, semenjak ditetapkannya *Holding* BUMN Perasuransian dan Penjaminan, PT Jasa Raharja tidak lagi berstatus sebagai perusahaan BUMN, sehingga kewajiban untuk melakukan *assessment* KPKU menjadi gugur.

*****)Pelaksanaan program sesuai Peraturan Menteri BUMN PER-02/MBU/7/2017 tanggal 5 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

Organizational Highlights

2018	2017	2016	
			Total Victims and Compensation Paid
124.062	122.094	120.910	Total Victims (People)
2.546.223	1.981.110	1.466.009	Total Compensation Amount (IDR million)
			Compensation Settlement Speed
1 hari 14 jam 1 day 14 hours	1 hari 21 jam 1 day 21 hours	2 hari 8 jam 2 days 8 hours	Average Speed of Settlement since the Date of Accident that Causes Death & Death Injuries
23 menit 46 detik 23 minutes 46 seconds	32 menit 29 detik 32 minutes 29 seconds	34 menit 52 detik 34 minutes 52 seconds	Average Speed of Settlement since the Date of Complete Document Submission
			The Company's Health/Soundness Level*
83	90	86	Weight Score
"Sehat AA" "Healthy, AA"	"Sehat AA" "Healthy, AA"	"Sehat AA" "Healthy, AA"	Criteria
			Management Contract**
102,08	105,20	101,95	KPI Achievement
"Baik" "Good"	"Baik" "Good"	"Baik" "Good"	Criteria
			Implementation of Good Corporate Governance (GCG) Assessment***
96,22	96,13	95,28	GCG Assessment Score
"Sangat Baik" "Very Good"	"Sangat Baik" "Very Good"	"Sangat Baik" "Very Good"	GCG Assessment Result Rating
			Excellent Performance Assessment Criteria (KPKU)****
N/a*	585,25	504,00	KPKU Score
	Emerging Industry Leader	*Good Performance*	KPKU Assessment Result Rating
			Employment
2.063	2.083	2.072	Total Employees (people)
28.885	29.486	27.445	Education and Training Investment (IDR-million)
			Corporate Social Responsibility*****
1.367	2.577	1.671	Total Fostered Partners
			Distribution Fund of Partnership & Community Development Program
32.500	61.814	59.611	Partnership Program (IDR-million)
32.383	34.383	26.988	Community Development Program (IDR-million)
64.883	96.197	86.599	Total (IDR-million)

*) The Company's Health/Soundness Level is based on the Decree of the Minister of State-Owned Enterprises No. PER-10/MBU/2014 dated July 25, 2014 concerning Indicators of Health/Soundness Level Assessment of Financial Services State-Owned Enterprises in the Field of Insurance and Guarantee Services Business.
**) The achievement of Key Performance Indicators (KPI) targets is based on the Letter of the Secretary of the Ministry of of State-Owned Enterprises No. S-08/S.MBU/2013 dated January 16, 2013 concerning Submission of Guidelines for Determination of KPIs and Excellent Performance Assessment Criteria (KPKU) in State-Owned Enterprises.
***) The assessment method is based on the Copy of the Decree of Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Assessment and Evaluation Indicators/Parameters of the Implementation of Good Corporate Governance in SOEs.
****) The assessment method is based on the Circular Letter of the Minister of State-Owned Enterprises No. S-08/S.MBU/2013 dated January 16, 2013 concerning Submission of Guidelines for Determination of KPIs and Performance Criteria Assessment Criteria (KPKU) in State-Owned Enterprises. However, since the establishment of the Insurance and Guarantee SOE Holding, PT Jasa Raharja is no longer a state-owned enterprise, so the obligation to carry out the KPKU assessment becomes invalid.
*****) Implementation of the program in accordance with the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/7/2017 dated July 5, 2017 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 concerning the Partnership Program and the Community Development Program of State-Owned Enterprises.

IKHTISAR SAHAM
SHARE HIGHLIGHTS

Jumlah Saham dan Perubahan 2 (Dua) Tahun Terakhir

Pada tanggal 20 Agustus 2019, Rapat Umum Pemegang Saham (RUPS) menyetujui peningkatan modal dasar PT Jasa Raharja, dari semula Rp20 triliun menjadi Rp34 triliun. Selain itu, untuk memperkuat struktur permodalan dan kesehatan keuangan Perusahaan, RUPS juga menyetujui penambahan penyertaan modal Pemerintah Republik Indonesia ke dalam modal PT Jasa Raharja sebesar Rp3,5 triliun yang berasal dari konversi sebagian cadangan Perusahaan sampai dengan tahun buku 2018. RUPS juga telah menyetujui pengeluaran/penempatan saham yang masih dalam simpanan (portepel) sebanyak 3,5 juta saham, masing-masing saham dengan nilai nominal sebesar Rp1.000.000. RUPS juga menetapkan perubahan jenis saham pada PT Jasa Raharja yang semula tanpa Seri menjadi terdiri dari saham Seri A Dwiwarna dan saham Seri B, yang seluruhnya atau 100% dimiliki oleh Negara Republik Indonesia.

Dengan demikian, jumlah saham PT Jasa Raharja per 31 Desember 2019 sebanyak 8.500.000 lembar saham masing-masing saham dengan nilai nominal sebesar Rp1.000.000, yang terbagi dalam 1 (satu) lembar saham Seri A Dwiwarna dan 8.499.999 lembar saham Seri B biasa, yang seluruhnya dimiliki oleh Pemerintah Republik Indonesia. Jumlah ini mengalami perubahan, di mana per 31 Desember 2018 jumlah saham PT Jasa Raharja sebanyak 5.000.000 lembar saham (tanpa Seri) masing-masing saham dengan nilai nominal sebesar Rp1.000.000, yang seluruhnya atau 100% dimiliki oleh Negara Republik Indonesia.

Number of Shares and Changes in the Last 2 (Two) Years

On August 20, 2019, the General Meeting of Shareholders (GMS) approved the addition to the Company's authorized capital from IDR20 trillion to IDR34 trillion. In addition to strengthen the capital structure and financial health of the Company, the GMS also approved the addition of the state capital of the Republic of Indonesia into the Company's capital of IDR3.5 trillion derived from the conversion of part of the Company's reserves up to 2018 fiscal year. The GMS has also approved the expenditure/placement of shares in the amount of 3.5 million shares, each with a nominal value of IDR1,000,000. The GMS also determined the change in its type of shares from non-series to A-Series Dwiwarna and B-Series, which entirely owned by the Government of the Republic of Indonesia.

Hence, the number of shares of PT Jasa Raharja as of December 31, 2019 amounted to 8,500,000 shares, each share with a nominal value of IDR1,000,000, which were divided into 1 (one) A-Series Dwiwarna share and 8,499,999 B-Series shares, which entirely owned by the Government of the Republic of Indonesia. The number of shares has changed where as of December 31, 2018 the Company has 5,000,000 billion shares (without Series), each share with a nominal value of IDR1,000,000, which entirely or 100% owned by the Republic of Indonesia.

Perubahan Jumlah dan Jenis Saham PT Jasa Raharja Tahun 2019 (Nilai Saham = Rp1.000.000 per Saham)
Changes in the Company's Number of Shares and Type of Shares in 2019 (Share Value = IDR1,000,000 per Share)

	2019 (lembar saham) (share)	2018 (lembar saham) (share)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (lembar saham) (share)	Persentase Percentage (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia				
Saham Seri A Dwiwarna A-Series Dwiwarna Shares	1			
Saham Seri B B-Series Shares	8.499.999			
Jumlah ***Total***	**8.500.000**	**5.000.000**	**3.500.000**	**70,00%**

Berdasarkan perubahan Anggaran Dasar Perusahaan terakhir yang diaktakan pada Akta Notaris Nomor 14 tanggal 9 April 2020 yang dikeluarkan oleh Julius Purnawan, S.H., M.Si., Notaris di Jakarta, pada tanggal 31 Maret 2020, Rapat Umum Pemegang Perusahaan (RUPS) menyetujui perubahan struktur pemegang saham Perusahaan. Sehubungan dengan ditetapkannya Peraturan Pemerintah Nomor 20 Tahun 2020 tentang penambahan penyertaan modal saham perusahaan, Perusahaan menyetujui pengalihan seluruh saham Seri B milik Negara Republik Indonesia kepada PT Bahana Pembinaan Usaha Indonesia (Persero) untuk dijadikan tambahan penyertaan modal Negara Republik Indonesia sebanyak 8.499.999 saham dengan bernilai nominal Rp1.000.000 (nilai penuh). Dari nilai nominal setiap saham yang ditempatkan, seluruhnya berjumlah Rp8.500.000.000.000 (nilai penuh) telah disetor penuh pada Negara Republik Indonesia sebanyak 1 (satu) saham Seri A Dwiwarna sebesar Rp1.000.000 dan PT Bahana Pembinaan Usaha Indonesia (Persero) sebanyak 8.499.999 saham Seri B sebesar Rp8.499.999.000.000.

Based on the latest amendment to the Company's Articles of Association which was notarized in Notarial Deed Number 14 dated April 9, 2020 issued by Julius Purnawan, SH, M.Si., Notary in Jakarta, in March 31, 2020, the General Meeting of Shareholders (GMS) approved the change in shareholders structure of the Company. In connection with the stipulation of Government Regulation Number 20 of 2020 concerning the addition of the company's share capital participation, the Company approved the transfer of all B Series shares owned by the Republic of Indonesia to PT Bahana Pembinaan Usaha Indonesia (Persero) to be used as an additional investment of the Republic of Indonesia of 8,499,999 shares with nominal value of IDR1,000,000 (full amount). Of the nominal value of each issued share, a total of Rp8,500,000,000,000 (full amount), as much as 1 (one) A Series Dwiwarna share of IDR1,000,000 and PT Bahana Pembinaan Usaha Indonesia (Persero) shares of as many as 8,499,999 B Series shares amounting to IDR8,499,999,000,000, has been fully paid in the Republic of Indonesia.

Perubahan Jumlah dan Jenis Saham PT Jasa Raharja Tahun 2020 (Nilai Saham = Rp1.000.000 per Saham)

Changes in the Company's Number of Shares and Type of Shares in 2020 (Share Value = IDR1,000,000 per Share)

	2020 (lembar saham) (share)	2019 (lembar saham) (share)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (lembar saham) (share)	Persentase Percentage (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia				
Saham Seri A Dwiwarna A-Series Dwiwarna Shares	1	1	-	0,00%
Saham Seri B B-Series Shares	-	8.499.999	(8.499.999)	-100,00%
PT Bahana Pembinaan Usaha Indonesia				
Saham Seri B B-Series Shares	8.499.999	-	8.499.999	-
Jumlah Total	**8.500.000**	**8.500.000**	**-**	**0,00%**

Informasi tentang Perdagangan Saham dan Kepemilikan Saham oleh Publik

Hingga 31 Desember 2020, PT Jasa Raharja tidak memperdagangkan sahamnya kepada publik. Dengan demikian, tidak terdapat informasi terkait perdagangan saham yang memuat kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; volume perdagangan saham pada Bursa Efek tempat saham dicatatkan; dan

Information on Trading of Shares and Public Ownership of Shares

As of December 31, 2020 the Company has never traded its shares to the public. Therefore, there has been no information related to trading of shares that contains market capitalization based on the price on the Stock Exchange where the shares are listed; the highest, lowest and closing share price based on the price on the Stock Exchange where the shares are listed; trading volume of shares on the Stock Exchange where the shares are listed; and graphical

informasi dalam bentuk grafik yang memuat paling kurang harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan dan volume perdagangan saham pada Bursa Efek tempat saham dicatatkan, untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir; termasuk penghentian sementara perdagangan saham dalam 2 (dua) tahun terakhir.

information containing at least closing prices based on prices on the Stock Exchange where shares are listed and trading volume of shares on the Stock Exchange where the shares are listed for each quarter within the last 2 (two) fiscal years; including the suspension of trading of shares in the last 2 (two) years.

Informasi Tentang Aksi Korporasi

Di sepanjang tahun 2019 dan 2020, PT Jasa Raharja tidak melakukan aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham.

Information on Corporate Actions

Throughout 2019 and 2020, the Company has not conducted corporate actions, such as stock split, reverse stock, bonus shares, or decrease in nominal value of shares.

Dividen Saham

Berdasarkan RUPS Tahunan yang diselenggarakan tanggal 2 Juli 2020, Pemegang Saham menyetujui pembagian dividen kas sebesar Rp1,30 triliun yang berasal dari hasil operasi tahun 2019. Dividen tersebut telah dibayar pada tanggal 18 Agustus 2020.

Berdasarkan RUPS Tahunan tahun buku 2018 yang diselenggarakan tanggal 29 Mei 2019, Pemegang Saham menyetujui pembagian dividen kas sebesar Rp897,13 miliar yang berasal dari hasil operasi tahun 2018. Dividen tersebut telah dibayar pada tanggal 21 Juni 2019.

Pembagian Dividen Saham di tahun 2020 untuk hasil usaha tahun buku 2019, dan pembagian Dividen Saham di tahun 2019 untuk hasil usaha tahun buku 2018 adalah sebagai berikut:

Share Dividends

Based on the Annual GMS held on July 2, 2020, the Shareholders approved the distribution of cash dividends of IDR1.3 trillion from the results of operations in 2019. The dividend was paid on August 18, 2020.

Based on the 2018 Annual General Meeting of Shareholders held on May 29, 2019, the Shareholders approved the distribution of cash dividends of IDR897.13 billion from 2018 operations. The dividends were paid on June 21, 2019.

The distribution of Share Dividends in 2020 for operating results for the 2019 financial year, and the distribution of Share Dividends in 2019 for operating results for the 2018 financial year are as follows:

Dividen Saham Share Dividends	**2020 (untuk Hasil Usaha Tahun Buku 2019)** (for 2019 Fiscal Year Operating Results)	**2019 (untuk Hasil Usaha Tahun Buku 2018)** (for 2018 Fiscal Year Operating Results)	**Peningkatan (Penurunan)** Increase (Decline)
Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk (Rp-juta) Profit for the Year Attributable to the Owner of the Parent Entity (IDR-million)	1.551.785	1.620.235	-4,22%
Dividen Kas yang Dibagikan (Rp-juta) Cash Dividends Distributed (IDR-million)	1.300.000	897.129	44,91%
Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)	83,77%	55,00%	52,31%
Tanggal Pengumuman Announcement Date	2 Juli 2020 July 2, 2020	29 Mei 2019 May 29,2019	
Tanggal Pembayaran Payment Date	18 Agustus 2020 August 18, 2020	21 Juni 2019 June 21, 2019	

INFORMASI TENTANG OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI, SERTA INFORMASI PENDANAAN LAINNYA

INFORMATION ON BONDS, SUKUK OR CONVERTIBLE BONDS, AND OTHER SECURITIES

Hingga 31 Desember 2020, PT Jasa Raharja tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Dengan demikian, tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar *(outstanding)*, tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk.

PT Jasa Raharja juga tidak menerbitkan surat utang untuk pendanaan lainnya seperti Surat Berjangka Menengah, atau *Medium Term Notes*.

As of December 31, 2020, PT Jasa Raharja has not conducted any listing of bonds, sukuk or convertible bonds, as well as other securities. Therefore, there has been no information regarding total bonds/sukuk/outstanding convertible bonds, rates/retained, maturity dates, and bond rating/sukuk.

The Company also has not issued debt securities for other funding, such as Medium Term Notes.

KILAS PERISTIWA 2020

SIGNIFICANT EVENTS IN 2020

HUT Jasa Raharja ke 59 Tahun

Bertempat di halaman Parkir Gedung PT Jasa Raharja Kota Tua Jakarta, Jasa Raharja menggelar puncak kegiatan HUT ke-59.

Jasa Raharja's 59th Anniversary

Located in the parking lot of the PT Jasa Raharja Building, Kota Tua Jakarta, Jasa Raharja held its 59th Anniversary activity.

Tanam 3 Ribu Pohon di Ruas Jalan Tol Bocimi Cegah Longsor

Korps Lalu Lintas (Korlantas) Polri bersama instansi lainnya seperti Kementerian PUPR, Kemenhub, Jasa Marga, Jasa Raharja, BPJT dan Kemenkes melakukan penanaman ribuan pohon di sejumlah ruas jalan tol di wilayah Bogor, Ciawi dan Sukabumi. Penanaman ribuan pohon ini dimaksudkan guna mencegah bencana banjir dan longsor, yang pada akhirnya memperkuat struktur jalan tol. Hadir dalam acara, Kepala Korps Lalu Lintas Polri; Direktur Utama, Direktur Operasional, Kepala Divisi Pelayanan dan Kepala Cabang Jawa Barat Jasa Raharja.

The Planting of 3 Thousand Trees on Bocimi Toll Road to Prevent Landslides

The Police Traffic Corps (Korlantas) of the Indonesian National Police, together with other agencies such as the Ministry of Public Works and Public Housing, Ministry of Transportation, Jasa Marga, Jasa Raharja, BPJT, and the Ministry of Health planted thousands of trees on a number of toll roads in the Bogor, Ciawi and Sukabumi areas. The planting of thousands of trees is intended to prevent floods and landslides, which in turn strengthens the structure of the toll road. Present at the event were the Head of the Traffic Corps of the Indonesian National Police; President Director, Director of Operations, Head of Service Division, and Head of West Java Branch Jasa Raharja.

Penandatanganan Nota Kesepahaman dan Perjanjian Kerja Sama dengan POLRI

Bertempat di Kantor Pusat Jasa Raharja, PT Jasa Raharja bersinergi dengan Kepolisian Republik Indonesia (POLRI) melakukan Penandatanganan Nota Kesepahaman (MoU) tentang Pemanfaatan Data Kecelakaan Lalu Lintas dan Data Kendaraan Bermotor dengan Sistem *Online*. Penandatanganan Nota Kesepahaman ini, merupakan kesepakatan bersama kedua belah Pihak untuk melanjutkan kembali Nota Kesepahaman yang telah berakhir masa berlakunya, di mana terakhir POLRI dan Jasa Raharja telah menandatangani Nota Kesepahaman pada tanggal 9 Januari 2015 yang pada saat itu merupakan cikal bakal pemanfaatan data secara *online*.

Signing of Memorandum of Understanding and Cooperation Agreement with the Indonesian National Police

At the Jasa Raharja Headquarters, PT Jasa Raharja in synergy with the Indonesian National Police (POLRI) signed a Memorandum of Understanding (MoU) on the Utilization of Traffic Accident Data and Motor Vehicle Data with an Online System. The signing of this Memorandum of Understanding is a mutual agreement between the two parties to resume the Memorandum of Understanding which has expired, wherein the Indonesian National Police and Jasa Raharja have signed a Memorandum of Understanding on January 9, 2015 which at that time was the forerunner to the use of online data.

Press Conference Mudik Gratis Bareng BUMN Tahun 2020

PT Jasa Raharja menggelar *press conference* Mudik Gratis Bareng BUMN Tahun 2020 di Kantor Pusat Jasa Raharja. Kepala Divisi Pelayanan PT Jasa Raharja ditunjuk sebagai Ketua Satuan Tugas (Satgas) oleh Kementerian BUMN dalam program "Mudik Gratis Bareng BUMN" angkutan lebaran tahun 2020. Ini merupakan keempat kalinya Jasa Raharja menjadi ketua satgas Mudik Gratis Bareng BUMN di mana tahun ini ada 107 BUMN yang berpartisipasi. Program Mudik Gratis merupakan perwujudan peran BUMN sebagai *agent of development* dan dilandasi semangat kolaborasi yang bernilai sosial tinggi untuk memenuhi kebutuhan masyarakat guna merayakan Lebaran di kampung halaman. Di tahun 2020, program ini mengambil tema Mudik Selamat Bahagia.

Mudik Bareng Program Press Conference with SOEs in 2020

PT Jasa Raharja held a press conference for 'Mudik Gratis Bareng' Program with SOEs in 2020 at the Jasa Raharja Head Office. The Head of the Service Division of PT Jasa Raharja was appointed as Chair of the Task Force (Satgas) by the Ministry of SOEs in the "Mudik Gratis Bareng Program With SOEs" for Eid transportation in 2020. This is the fourth time Jasa Raharja has become head of the Mudik Bareng program with SOEs task force, in which, this year, there are 107 SOEs participating. The Mudik Bareng Program is a manifestation of the role of SOEs as agents of development and is based on the spirit of collaboration that has high social value to meet the needs of the community to celebrate Eid in their hometown. In 2020, this program takes the theme Mudik Selamat Bahagia (Happy Homecoming).

Ngopi BUMN

Proses koordinasi persiapan Mudik gratis bareng BUMN di Gedung Sinergi 8 Kementerian BUMN. Hadir dalam acara, Asisten Deputi Tanggung Jawab Sosial dan Lingkungan Kementerian BUMN dan Direktur Utama PT Jasa Raharja beserta jajaran.

'Ngopi' (Drink Coffee) with SOE

The process of coordinating the preparation of 'Mudik Gratis Bareng' with SOEs program at the Synergy 8 Building of the Ministry of SOEs. Present at the event were the Assistant Deputy for Social and Environmental Responsibility of the Ministry of SOEs and the President Director of PT Jasa Raharja and the management.

Jasa Raharja Raih Penghargaan iCIO Awards 2020

Bertempat di The Tribarata Dharmawangsa, Jakarta, Jasa Raharja mendapatkan penghargaan *iCIO Awards* untuk 4 (empat) kategori, yaitu *The Most Innovative CIO, The Most Influencial CIO, The Most Intelligence CIO, dan The Most Inspiring CEO.* Penghargaan yang digelar dalam *CTI IT Infrastructure Summit 2020* ini diterima oleh Direktur Manajemen Risiko & Teknologi Informasi Jasa Raharja. *iCIO Awards* merupakan program penghargaan yang ditujukan kepada para CIO dan Staf Senior TI yang telah terbukti mampu menghadirkan *value* terbaik di bidang TIK demi meningkatkan kinerja perusahaan dan mendorong pertumbuhan perusahaan.

Jasa Raharja Wins iCIO Awards 2020

At The Tribarata Dharmawangsa, Jakarta, Jasa Raharja received iCIO Awards for 4 (four) categories, namely The Most Innovative CIO, The Most Influencial CIO, The Most Intelligence CIO, and The Most Inspiring CEO. The award, which was held at the CTI IT Infrastructure Summit 2020, was received by the Director of Risk Management & Information Technology Jasa Raharja. iCIO Awards is an award program aimed at CIOs and IT Senior Staff who have been proven to be able to present the best value in the field of ITC in order to improve company performance and encourage company growth.

Tinjau Posko *Check Point* Jakarta-Purwakarta

Jasa Raharja bersama Direktur Jenderal Perhubungan Darat Budi Setiyadi, meninjau ke sejumlah posko *check point* PAM Operasi Ketupat Lebaran 1441H, di jalur Jakarta hingga Purwakarta. Antara lain ke posko *check point* KM 31 Tol Jakarta-Cikampek, posko *check point* Arteri Karawang, posko *check point* Purwakarta, dan posko *check point* KM 47 B Polres Karawang. Tinjauan ke posko tersebut merupakan bentuk sinergi dari berbagai Instansi antara lain Polri, Kementerian Perhubungan, Kementerian Kesehatan, operator jalan tol dan beberapa instansi lainnya. Dalam kesempatan itu, Jasa Raharja menyerahkan bantuan seperti masker, *hand sanitizer*, dan sarung tangan kepada petugas jaga. Kegiatan ini dilakukan sebagai salah satu bentuk kepedulian Jasa Raharja terhadap para petugas di garda terdepan. Turut hadir dalam acara, Direktur Jenderal Perhubungan Darat, dan jajaran Jasa Raharja yang terdiri dari Direktur Utama, Direktur Operasional, Direktur Manajemen Risiko dan Teknologi Informasi PT Jasa Raharja, dan Kepala Divisi Pelayanan.

Visit to the Jakarta-Purwakarta Check Point Command Post

Jasa Raharja, together with the Director General of Land Transportation, Budi Setiyadi, visited a number of PAM checkpoint posts for 'Ketupat Lebaran 1441H' operation, on the Jakarta to Purwakarta route. These include the check point post at KM 31 Jakarta-Cikampek toll road, the Karawang Artery check point post, the Purwakarta check point post, and the KM 47 B check point post for the Karawang Police. The visit to the posts is a form of synergy from various agencies, including the Indonesian National Police, the Ministry of Transportation, the Ministry of Health, toll road operators and several other agencies. On that occasion, Jasa Raharja handed over assistance such as masks, hand sanitizers, and gloves to the guard. This activity is carried out as a form of Jasa Raharja's concern for the officers on the front line. Also present at the event were the Director General of Land Transportation, and Jasa Raharja's management consisting of the President Director, Director of Operations, Director of Risk Management and Information Technology of PT Jasa Raharja, and Head of the Service Division.

Tinjau Posko *Check Point* Bekasi – Jakarta

Kakorlantas bersama dengan Direktur Utama PT Jasa Raharja mengunjungi salah satu *check point* di Bekasi - Jakarta untuk melihat kesiapan petugas dan memberikan bingkisan dalam bentuk sarana APD, makanan ringan yang bisa dimanfaatkan petugas agar tetap sehat dan semangat, serta ada pembagian sembako terkoordinir melalui Korlantas bersama Bhayangkari. Kegiatan tersebut merupakan bentuk sinergitas dengan Korlantas Mabes Polri sebagai empati dengan kondisi yang ada, terutama masih ada masyarakat yang nekat mudik di tengan kondisi pandemi COVID-19.

Visit to the Check Point Bekasi – Jakarta Check Post

The Head of the Police Traffic Corps (Korlantas), together with the President Director of PT Jasa Raharja, visited a check point in Bekasi - Jakarta to see the readiness of officers and provide gifts in the form of PPE facilities and snacks that officers can use to stay healthy and enthusiastic. There was also a coordinated distribution of basic necessities through the Korlantas with Bhayangkari. This activity is a form of synergy with the Korlantas Polri Headquarters as empathy with the existing conditions, especially there are still people who are desperate to go home in the midst of the COVID-19 pandemic.

Jasa Raharja Salurkan Hasil Donasi Manajemen dan Pegawai ke Baznas

Bertempat di Kantor Pusat Jasa Raharja, Jasa Raharja menyerahkan paket bahan pokok (Bapok) sebagai bantuan penanggulangan COVID-19 yang diperoleh dari hasil donasi manajemen dan pegawai Jasa Raharja. Donasi ini dilakukan melalui sinergi dengan instansi dan lembaga terkait serta dilaksanakan pada seluruh wilayah Kantor Jasa Raharja. Program bantuan ini dimaksudkan untuk mengajak seluruh pegawai Jasa Raharja berperan aktif memberi bantuan kepada lembaga yang berwenang atau rumah sakit yang menangani COVID-19 dan masyarakat terdampak ekonomi. Hingga pertengahan Mei 2020, 1.977 pegawai Jasa Raharja berhasil mengumpulkan donasi sebesar Rp3,8 miliar. Bantuan diserahkan oleh Direktur SDM & Umum Jasa Raharja bersama Kepala Divisi CSR dan Zakat Perusahaan Baznas (Badan Amil Zakat Nasional).

Jasa Raharja Distributes Donations from the Management and Employees to Amil Zakat National Agency (Baznas)

Located at Jasa Raharja's Head Office, Jasa Raharja handed over a package of basic necessities (Bapok) as assistance to overcome COVID-19. This package was obtained from donations from Jasa Raharja's management and employees. This donation is carried out through synergy with related agencies and institutions, and is carried out in all areas of the Jasa Raharja Office. This assistance program is intended to invite all Jasa Raharja employees to play an active role in providing assistance to authorized institutions or hospitals dealing with COVID-19 and economically affected communities. As of mid-May 2020, Jasa Raharja's 1,977 employees managed to collect donations of IDR3.8 billion. The assistance was handed over by the Director of Human Resources & General Affair of Jasa Raharja, together with the Head of the CSR and Zakat Division of the Baznas Company (Amil Zakat National Agency).

Jasa Raharja Salurkan Bantuan APD Kepada RS Bhayangkara Tk. I R. Said Sukanto

Jasa Raharja secara simbolis menyalurkan bantuan hasil pengumpulan donasi dari Jajaran Manajemen dan Pegawai Jasa Raharja kepada RS Bhayangkara Tk. I R. Said Sukanto. Penyerahan bantuan yang diwakilkan oleh Kepala Divisi Pelayanan Jasa Raharja berupa Alat Pelindung Diri (APD) ini merupakan bagian dari rangkaian penyaluran hasil donasi tahap pertama yang telah dilaksanakan pada tanggal 20 Mei 2020 secara serentak, baik di Kantor Pusat, maupun pada 29 Cabang seluruh Indonesia.

Jasa Raharja Distributes PPE Aid to Level I Bhayangkara Hospital. I R. Said Sukanto

Jasa Raharja symbolically distributed donations from the management and employees of Jasa Raharja to Level I Bhayangkara Hospital. I R. Said Sukanto. The handover of assistance, represented by the Head of the Raharja Services Division in the form of Personal Protective Equipment (PPE) is part of a series of distribution of the first stage of donations which was carried out on May 20, 2020 simultaneously, both at the Head Office, and at 29 Branches throughout Indonesia.

28 Juli 2020
July 28, 2020

Jasa Raharja Raih 2 Penghargaan di Ajang *Best GRC & Performance Excellence Award*

PT Jasa Raharja meraih dua penghargaan dalam acara *Governance, Risk, and Compliance (GRC) & Performance Excellence Award* 2020 pada Rabu (29/7). Dua penghargaan yang diraih itu yakni *The Best CEO & GRC Leader* 2020 (*Financial Services*) dan *The Best GRC for Corporate Risk Management* 2020 (*Financial Services*). Acara penghargaan itu diselenggarakan oleh Majalah *BusinessNews* Indonesia yang bekerja sama dengan CEO Forum dan didukung oleh para pakar dan profesional di bidang GCG, *Strategic Management, Finance, Banking, Insurance*, ICT, Riset dan Inovasi. Penghargaan diterima oleh Direktur Utama dan Direktur Manajemen Risiko dan Teknologi Informasi PT Jasa Raharja.

Jasa Raharja Wins 2 Awards at the Best GRC & Performance Excellence Award

PT Jasa Raharja won two awards at the Governance, Risk, and Compliance (GRC) & Performance Excellence Award 2020 event on Wednesday (29/7). The two awards won were The Best CEO & GRC Leader 2020 (Financial Services) and The Best GRC for Corporate Risk Management 2020 (Financial Services). The award ceremony was organized by BusinessNews Indonesia Magazine in collaboration with the CEO Forum and supported by experts and professionals in the fields of GCG, Strategic Management, Finance, Banking, Insurance, ICT, Research and Innovation. The awards were received by the President Director and the Director of Risk Management and Information Technology of PT Jasa Raharja.

2 Oktober 2020
October 2, 2020

Jasa Raharja Tanam Bambu Sepanjang 7 Kilometer di DAS Citarum

Jasa Raharja yang tergabung dalam Indonesia Financial Group (IFG) menyadari hal tersebut, sebagai bentuk pertanggungjawaban terhadap lingkungan, PT Jasa Raharja melakukan aksi penanaman pohon bambu sepanjang 7 km di Daerah Aliran Sungai (DAS) Citarum, Karawang – Jawa Barat. Kegiatan diresmikan pada hari Kamis (1/10) diwakili oleh Kepala Urusan PKBL Jasa Raharja, Hermanus H. Pohon bambu yang ditanam pada area bantaran sungai ini selain mampu menyerap karbon dioksida juga berfungsi dalam penguatan tanah sehingga dapat mencegah terjadinya longsor. Selain itu juga mampu menjaga dan memelihara keseimbangan lingkungan di DAS Citarum.

Jasa Raharja's 7-KM Bamboo Planting Program in Citarum Watershed

Jasa Raharja which is a member of the Indonesia Financial Group (IFG) realizes that, as a form of responsibility to the environment, PT Jasa Raharja has planted bamboo tree in the Citarum Watershed (DAS), Karawang - West Java for as long as 7 km. The activity was inaugurated on Thursday, (1/10) represented by the Head of Partnership and Community Development Program (PKBL) Jasa Raharja, Hermanus H. The bamboo trees planted on the riverbanks are not only capable of absorbing carbon dioxide but also function in strengthening the soil so as to prevent landslides. In addition, it is also able to maintain environmental balance in the Citarum watershed.

27 November 2020
November 27, 2020

Penanaman 386 Pohon *Mangrove* di Taman Wisata Alam Angke Kapuk

Dalam rangka menyambut Hari Ulang Tahun Jasa Raharja yang ke-60 dan memperingati Hari Menanam Pohon Indonesia yang jatuh pada tanggal 28 November, PT Jasa Raharja melakukan kegiatan aksi penanaman 386 pohon *mangrove* di Taman Wisata Alam Angke Kapuk, Pantai Indah Kapuk, Jakarta Utara. Kegiatan ini merupakan wujud tanggung jawab perusahaan terhadap lingkungan, dipilihnya tanaman *mangrove* adalah karena memiliki daya serap karbon dioksida tergolong besar sehingga dapat memperbaiki pencemaran udara. Hadir dalam acara ini, Kepala Divisi *Human Capital* dan Kepala Divisi Keuangan PT Jasa Raharja.

Planting 386 Mangrove Trees in Angke Kapuk Nature Tourism Park

In order to welcome Jasa Raharja's 60th Birthday and commemorate Indonesian Tree Planting Day on November 28, PT Jasa Raharja carried out an activity of planting 386 mangrove trees at Angke Kapuk Nature Tourism Park, Pantai Indah Kapuk, North Jakarta. This activity is a form of corporate responsibility towards the environment, the choice of mangrove plants is because it has a relatively large carbon dioxide absorption capacity so that it can improve air pollution. Present at this event were the Head of the Human Capital Division and the Head of the Finance Division of PT Jasa Raharja.

Jasa Raharja Selenggarakan *Traffic Hero*

Penyelenggaraan *Traffic Hero* di Bogor. *Traffic Hero* merupakan ajang apresiasi kepada masyarakat yang berperan aktif dalam meningkatkan kesadaran berlalu lintas dengan mengurangi angka kecelakaan. Hal ini tentunya juga sesuai dengan harapan dan tujuan perusahaan dalam memberikan partisipasi aktif dalam melakukan tindakan pencegahan kecelakaan, selain itu harapan ke depan agar dengan adanya apresiasi ini dapat memberikan inspirasi bagi yang lain untuk berbuat baik saat berlalu lintas di jalan. Program ini telah berjalan baik dengan menjaring ratusan insan di seluruh Indonesia yang telah peduli dan berkontribusi besar bagi masyarakat dan lingkungannya, terutama dalam hal keselamatan berkendara di jalan. Hadir dalam acara tersebut, Direktur Manajemen Risiko dan Teknologi Informasi dan Kepala Divisi Keuangan PT Jasa Raharja.

Jasa Raharja Organizes Traffic Hero

Held Traffic Hero in Bogor. Traffic Hero is an event of appreciation to the public who perform an active role in increasing traffic awareness by reducing the number of accidents. This is of course also in line with the expectations and objectives of the company in providing active participation in taking action to prevent accidents, in addition, it is hoped that in the future this appreciation can inspire others to do good when traffic on the road. This program has been running well by attracting hundreds of people throughout Indonesia who have cared and contributed greatly to society and the environment, especially in terms of road safety. Present at the event were the Director of Risk Management and Information Technology and the Head of the Finance Division of PT Jasa Raharja.

Rapat Evaluasi Kerja Tahun 2020

Bertempat di Kantor Pusat Jasa Raharja, PT Jasa Raharja mengadakan Rapat Kerja Tutup Tahun 2020 secara *virtual* yang dihadiri oleh Dewan Komisaris, Jajaran Direksi, Kepala Divisi, Kepala Cabang dan Kepala Perwakilan PT Jasa Raharja seluruh Indonesia. Kegiatan ini merupakan evaluasi kinerja Tahun 2020 yang mengusung tema "Ber-akhlak Menjadi Unggul" di mana setelah evaluasi kinerja selama setahun ini diharapkan dapat melahirkan kembali kinerja dan *human capital* yang lebih unggul. Turut hadir secara virtual dalam acara ini, Asisten Deputi Bidang Sumber Daya Manusia dan Plt. Asisten Deputi Bidang Asuransi dan Jasa Lainnya Kementerian BUMN.

2020 Job Evaluation Meeting

At the Jasa Raharja Head Office, PT Jasa Raharja held a virtual 2020 End of Year Work Meeting which was attended by the Board of Commissioners, Board of Directors, Division Heads, Branch Heads, and Heads of Representatives of PT Jasa Raharja throughout Indonesia. This activity is a performance evaluation for 2020 which carries the theme "Ber-akhlak Menjadi Unggul" (Being Morally Good) in which after a year-long performance evaluation, it is hoped that it will regenerate superior performance and human capital. Also attending virtually at this event were Assistant Deputy for Human Resources and Acting Assistant Deputy for Insurance and Other Services at the Ministry of SOEs.

LAPORAN MANAJEMEN

Management Report

Kunci utama dalam mencapai keberhasilan adalah mengelola tantangan dan memanfaatkan peluang di tengah situasi yang kurang menggembirakan.

The main key in achieving success is managing challenges and taking advantage of opportunities in the midst of unfavorable situations.

E-Procurement
HRIS
SIAP MOBILE
Survey
IPK
PKBL Online
Website

LAPORAN DEWAN KOMISARIS
BOARD OF COMMISSIONERS REPORT

Kehadiran *Holding* BUMN Asuransi dan Penjaminan menjadi bagian dari keinginan Pemerintah Indonesia dalam memperkuat pengelolaan asuransi nasional. Terutama dengan bidang asuransi sosial yang dilakukan Jasa Raharja di tengah pandemi COVID-19, Dewan Komisaris memberikan apresiasi atas pengelolaan asuransi sosial Jasa Raharja oleh Direksi, yang mampu memenuhi target penyerahan santunan khususnya dalam hal "5T".

The presence of the Insurance and Guarantee SOE Holding becomes a part of the Indonesian Government's desire to strengthen the management of national insurance. For the Company's endeavor in the social insurance sector, in the midst of the COVID-19 pandemic, the Board of Commissioners would like to express its appreciation toward the management of Jasa Raharja's social insurance by the Board of Directors, who was able to meet the target of disbursement of compensation, especially in the aspect of "5T".

BUDI SETIYADI
Komisaris Utama
President Commisioner

Pemegang Saham dan seluruh Pemangku Kepentingan yang terhormat,

Sebagai perusahaan yang bergerak di bidang asuransi sosial, PT Jasa Raharja, disebut juga "Perseroan" atau "Jasa Raharja", memiliki peran yang cukup besar terhadap perlindungan dasar kepada masyarakat. Perseroan melaksanakan 2 (dua) program asuransi sosial, yaitu Asuransi Kecelakaan Penumpang Alat Angkutan Umum yang dilaksanakan berdasarkan Undang-Undang No. 33 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Untuk itu, izinkan Dewan Komisaris menyampaikan laporan ringkas fungsi pengawasan dalam laporan tahunan Perseroan di tengah tahun 2020 yang penuh tantangan ini.

Dear Distinguished Shareholders and Stakeholders,

As a State-Owned Enterprise (BUMN) which operates social insurance, PT Jasa Raharja, also known as "the Company" or "Jasa Raharja", has a significant role in providing basic protection to the people. The Company implements 2 (two) social insurance programs, namely Accident Insurance for Public Transportation Passengers, which is implemented under Law No. 33 of 1964 dated December 31, 1964 concerning the Passenger Accident Compulsory Insurance Fund, as well as Liability Insurance Under the Law Against Third Parties implemented under Law No. 34 of 1964 dated December 31, 1964 concerning the Road Traffic Accident Fund.

Hence, please allow us, the Board of Commissioners to present the brief report of supervisory function in the 2020 annual report of the Company in the midst of the challenging year of 2020.

PELAKSANAAN FUNGSI PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI PERUSAHAAN DAN PEMBERIAN NASIHAT KEPADA DIREKSI OLEH DEWAN KOMISARIS

Pengawasan atas kebijakan strategis Perseroan yang dilakukan Direksi dilakukan melalui pemantauan atas pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2020 yang telah disahkan melalui mekanisme Rapat Umum Pemegang Saham (RUPS). Di tahun 2020, Perseroan melakukan revisi RKAP yang disusun berdasarkan Surat Kementerian BUMN selaku Pemegang Saham Seri A No. S-46/Wk2.MBU/06/2020 tanggal 4 Juni 2020 tentang Perubahan RKAP 2020 BUMN Binaan Wakil Menteri BUMN II, dan Surat Direksi PT Bahana Pembinaan Usaha Indonesia (Persero) selaku Pemegang Saham Seri B No. 240/DIRUT/BPUI/VI/2020 tanggal 25 Juni 2020 tentang Perubahan RKAP 2020 Anak Perusahaan PT Bahana Pembinaan Usaha Indonesia (Persero). RKAP ini merupakan telaah mendasar atas kebijakan berbagai aspek dalam pengelolaan Perseroan, baik aspek operasional maupun target keuangan yang dicanangkan; termasuk penerapan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) dalam rangka mendorong pengelolaan GCG di lingkup Perseroan.

Peran pengawasan Dewan Komisaris dilakukan melalui keterlibatan intens Dewan Komisaris secara rutin dalam memberi arahan terhadap penyusunan rencana kerja Perseroan kepada Direksi. Dewan Komisaris dan Direksi memiliki forum rapat gabungan yang membahas berbagai agenda menyangkut rencana kerja, operasional Perseroan, tantangan dan peluang, serta isu-isu strategis yang memerlukan persetujuan antara Dewan Komisaris dan Direksi. Rapat ini merupakan bentuk koordinasi dalam rangka membahas laporan-laporan periodik Direksi dan memberikan tanggapan, catatan dan nasihat yang dituangkan dalam risalah rapat.

Dewan Komisaris memiliki 2 (dua) bentuk rapat, yaitu rapat internal Dewan Komisaris bersama Komite, dan rapat gabungan dengan mengundang Direksi. Di sepanjang tahun 2020, Dewan Komisaris melakukan 12 kali rapat internal dan 12 rapat bersama Direksi, dengan total rapat sebanyak 24 kali. Selain melakukan rapat internal, rapat dengan Komite, dan rapat dengan Direksi, Dewan Komisaris juga menghadiri beberapa pertemuan dengan pihak-pihak lain seperti dengan Pemegang Saham dan Auditor Eksternal, di mana di tahun 2020 dilakukan sebanyak 14 kali. Rapat dan agenda pembahasan terkait kinerja Perseroan di sepanjang tahun 2020 khususnya dalam menghadapi pandemi *Corona Virus Disease* 2019 (COVID-19) menunjukkan intensitas Dewan Komisaris dan Direksi untuk bersama-sama menghadapi situasi yang penuh tantangan.

IMPLEMENTATION OF THE SUPERVISORY FUNCTION ON THE COMPANY'S STRATEGY IMPLEMENTATION AND PROVISION OF ADVICE TO THE BOARD OF DIRECTORS BY THE BOARD OF COMMISSIONERS

Supervision on the Company's strategic policies conducted by the Board of Directors was carried out through monitoring of the implementation of the Company's 2020 Work Plan & Budget (RKAP), which has been approved through the General Meeting of Shareholders (GMS) mechanism. In 2020, the Company revised the Company's Work Plan and Budget which was prepared based on the Letter of the Ministry of SOEs, as A Series Shareholder, No. S-46/Wk2.MBU/06/2020 dated June 4, 2020, regarding the Amendment to the 2020 RKAP of SOEs assisted by the Deputy Minister of SOEs II, and the Letter of the Board of Directors of PT Bahana Pembinaan Usaha Indonesia (Persero), as B Series Shareholder, No. 240/DIRUT/BPUI/VI/2020 dated June 25, 2020, regarding the Amendment to the 2020 Company's Work Plan and Budget of the Subsidiary of PT Bahana Pembinaan Usaha Indonesia (Persero). The Company's Work Plan and Budget serves as a fundamental review of the policies of various aspects in the management of the Company, namely the operational aspects and financial targets which have been declared. It also includes the implementation of Good Corporate Governance (GCG) in order to encourage the management of GCG within the Company.

The supervisory role of the Board of Commissioners is conducted through intense involvement of the Board of Commissioners on a regular basis in providing guidance to the Board of Director on the preparation of the Company's work plan. The Board of Commissioners and Board of Directors have a joint meeting forum that discusses various agendas regarding work plans, the Company's operations, challenges and opportunities, as well as strategic issues that require approval between the Board of Commissioners and the Board of Directors. This meeting is a form of coordination in order to discuss the Board of Directors' periodic reports and to provide responses, notes and advice as outlined in the minutes of the meeting.

The Board of Commissioners has 2 (two) types of meetings, namely internal meetings of the Board of Commissioners, and joint meetings with the Board of Directors. Throughout 2020, the Board of Commissioners held 12 internal meetings and 12 joint meetings with the Board of Directors, with a total of 24 meetings. In addition to holding internal meetings, meetings with Committees, and meetings with the Board of Directors, the Board of Commissioners also attended several meetings with other parties such as with Shareholders and External Auditors. In 2020, such meetings were held 14 times. Meetings and discussion agendas related to the Company's performance throughout 2020, especially in facing the Corona Virus Disease 2019 (COVID-19) pandemic, show the intensity of the Board of Commissioners and Directors to jointly face challenging situations.

Selain rapat, pelaksanaan fungsi pengawasan oleh Dewan Komisaris juga dilakukan melalui kunjungan kerja dengan tujuan agar Dewan Komisaris mendapatkan perspektif yang nyata mengenai sistem operasional, SOP, dan pengendalian internal yang didapatkan dari lapangan, khususnya dari kantor cabang. Adanya pandemi COVID-19 di tahun 2020 membuat Dewan Komisaris tidak melakukan kunjungan ke cabang secara fisik. Sebagai gantinya, Dewan Komisaris melakukan *monitoring* dengan rapat virtual ke beberapa cabang yang dihadiri oleh seluruh Dewan Komisaris, yaitu ke Cabang Sumatera Utara dan Sulawesi Utara.

Tak hanya itu, dalam rangka menunaikan tugas pengawasan atas kebijakan strategis yang dijalankan Direksi, Dewan Komisaris memberikan beberapa persetujuan dan rekomendasi yang menjadi lingkup tugas dan wewenang Dewan Komisaris. Di tahun 2020, Dewan Komisaris telah memberikan beberapa persetujuan dan rekomendasi sebanyak 43 surat kepada Pemegang Saham maupun kepada Direksi, baik persetujuan dan rekomendasi yang bersifat teknis, maupun tanggapan Dewan Komisaris atas berbagai kebijakan strategis oleh Direksi.

PENILAIAN ATAS KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN DAN DASAR PENILAIANNYA

Penilaian terhadap kinerja Direksi didasarkan pada kontrak manajemen yang telah disepakati dengan Kementerian BUMN selaku kuasa pemegang saham. Kontrak manajemen tahun 2020 telah dituangkan dalam Risalah RUPS pengesahan RKAP tahun 2020, yang memuat Indikator Kinerja Kunci atau *Key Performance Indicators* (KPI) berdasarkan Surat Edaran Menteri BUMN No. S-08/S.MBU/2013 tanggal 16 Januari 2013 tentang Penyampaian Pedoman Penentuan KPI dan Kriteria Penilaian Kinerja Unggul (KPKU) pada BUMN.

KPI Korporat yang melekat pada Direksi mencakup 6 (enam) aspek, yaitu aspek Finansial, aspek Sosial, aspek Inovasi Model Bisnis, aspek Kepemimpinan Teknologi, aspek Peningkatan Investasi, serta aspek Pengembangan Talenta. Dewan Komisaris bertugas untuk mengawasi pencapaian KPI tersebut, termasuk menjadi mitra strategis bagi Direksi untuk memberikan arahan dan masukan agar KPI tersebut dapat tercapai.

Berikut disampaikan hasil pencapaian KPI Korporat untuk tahun 2020.

In addition to holding and attending meetings, the implementation of the supervisory function by the Board of Commissioners was also carried out through working visits with the purpose that the Board of Commissioners obtains a real perspective on operational systems, SOPs, and internal controls obtained from the field, especially from branch offices. Due to the COVID-19 pandemic in 2020, the Board of Commissioners did not make physical visits to branches. Instead, the Board of Commissioners conducted monitoring with virtual meetings to several branches, especially the North Sumatra and North Sulawesi branches, which were attended by the entire Board of Commissioners.

Moreover, in order to implement supervisory duties on strategic policies conducted by the Board of Directors, the Board of Commissioners has given several approvals and provided recommendations which are included in the scope of the duties and authorities of the Board of Commissioners. In 2020, the Board of Commissioners has given approval to and provided recommendations for as many as 43 letters to Shareholders and to the Board of Directors, which include technical approvals and recommendations, as well as responses from the Board of Commissioners on various strategic policies by the Board of Directors.

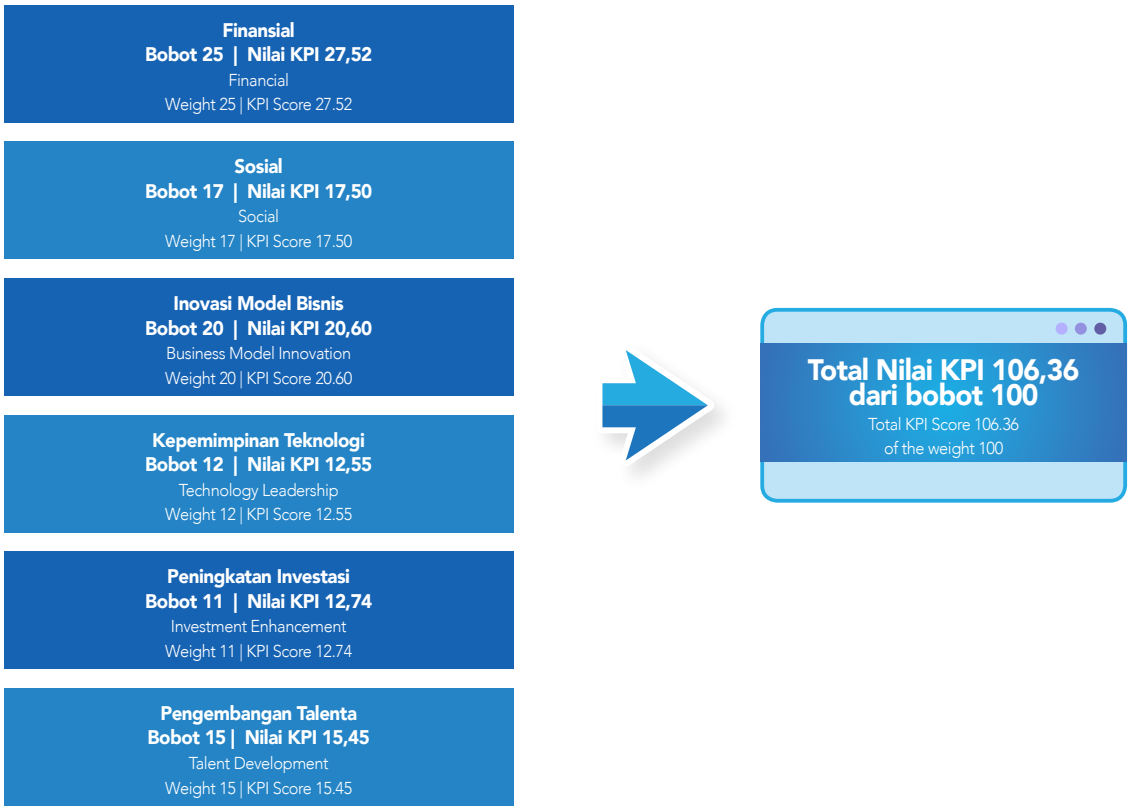
PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS CONCERNING THE COMPANY'S MANAGEMENT AND THE BASIS OF ASSESSMENT

Performance assessment of the Board of Directors is based on a management contract that has been agreed with the Ministry of SOEs as the proxy of the shareholder. The 2020 management contract has been outlined in the Minutes of the Annual General Meeting of Shareholders on the Ratification of the Company's 2020 Work Plan & Budget containing Key Performance Indicators (KPI) based on the Circular Letter of the Minister of State-Owned Enterprises No. S-08/S.MBU/2013 dated January 16, 2013 concerning the Submission of Guidelines for Determination of KPIs and Excellent Performance Assessment Criteria (KPKU) in State-Owned Enterprises.

The Corporate KPIs attached to the Board of Directors covers 6 (six) aspects, namely Financial aspect, Social aspect, Business Model Innovation aspect, Technology Leadership aspect, Investment Enhancement aspect, and Talent Development aspect. The Board of Commissioners is tasked with overseeing the achievement of these KPIs, including being a strategic partner for the Board of Directors to provide guidance and input, thereby these KPIs can be achieved.

The following are the results of the Corporate KPI achievements for 2020.

Hasil Pencapaian *Key Performance Indicators* (KPI) Korporat Tahun 2020
Results of the Company's KPI Achievements 2020

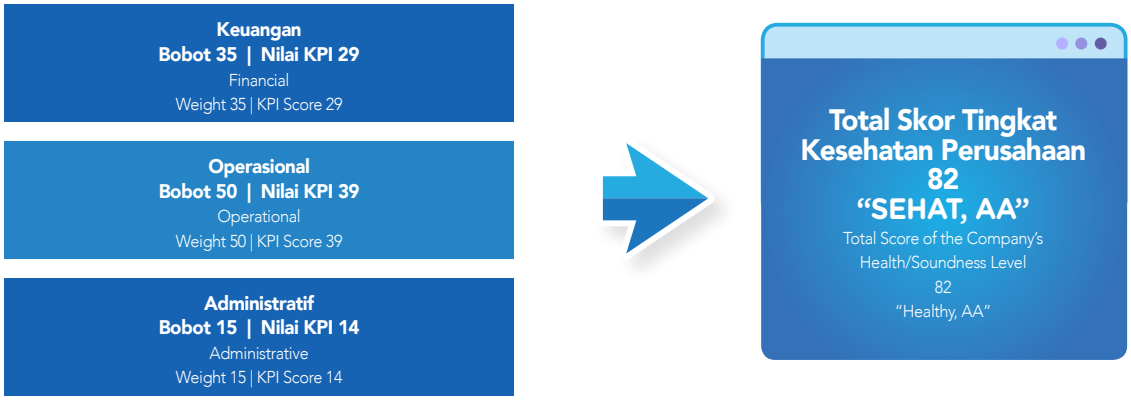


Selain itu, penilaian kinerja korporat Perseroan yang melekat pada Direksi juga tercermin dari tingkat kesehatan Perseroan yang didasarkan pada Peraturan Menteri BUMN No. PER-10/MBU/2014 tanggal 25 Juli 2014 tentang Indikator Penilaian Tingkat Kesehatan BUMN Jasa Keuangan Bidang Usaha Perasuransian dan Jasa Penjaminan, dengan kriteria yang ditetapkan melalui Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN. Tidak hanya itu, sebagai perusahaan asuransi kerugian, evaluasi kinerja Perseroan juga memperhatikan Peraturan OJK No. 71/POJK.05/2016 tanggal 23 Desember 2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi.

Dalam perhitungan Tingkat Kesehatan Perusahaan ini, terdapat 3 (tiga) aspek utama penilaian, yaitu Keuangan, Operasional, dan Administratif. Perhitungan Tingkat Kesehatan Perusahaan telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (PWC). Berikut disampaikan hasil perhitungan Tingkat Kesehatan Perusahaan untuk tahun 2020.

In addition, the Company's corporate performance assessment, which is related to the duties of the Board of Directors, was also reflected in the Company's health/soundness level based on the Regulation of the Minister of SOEs No. PER-10/MBU/2014 dated July 25, 2014 concerning Indicators of Health/Soundness Level Assessment of Financial Services State-Owned Enterprises in the Field of Insurance and Guarantee Services Business based on criteria which was determined through the Decree of the Minister of State-Owned Enterprises No. KEP-100/MBU/2002 dated June 4, 2002 concerning SOE's Soundness Level Assessment. Also, as a general insurance company, the Company's performance assessment also considered the Regulation of Financial Services Authority (OJK) No. 71/POJK.05/2016 dated December 23, 2016 concerning Financial Health of Insurance Companies and Reinsurance Companies.

The calculation of the Company's Health/Soundness Level is based on 3 (three) main aspects of the assessment, namely Financial, Operational, and Administrative. The Company's Soundness Level has been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners (PWC). The following is the result of the calculation of the Company Health Level for year 2020.



Target dan evaluasi kinerja formal tersebut menjadi hal mendasar bagi Direksi sebagai bagian dari komitmen Perseroan untuk dapat mewujudkan aspirasi pemegang saham.

Secara umum, Dewan Komisaris melihat bahwa Direksi telah berupaya untuk mewujudkan aspirasi para pemegang saham yang tertuang dalam KPI yang diemban, termasuk pengelolaan Perseroan di tengah pandemi COVID-19 yang memberikan tantangan yang sangat besar melalui penurunan penerimaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ), masing-masing turun sebesar 45,30% dan 6,34% dari penerimaan tahun sebelumnya. Penurunan ini tak bisa dihindarkan, mengingat kebijakan pembatasan kegiatan dan mobilitas di sepanjang tahun 2020 menyebabkan transportasi menjadi sektor yang terimbas cukup besar. Selain itu, penurunan penjualan kendaraan bermotor, baik roda 2 maupun roda 4, berimbas terhadap penurunan SWDKLLJ. Namun demikian, Direksi mampu melakukan pengelolaan efisiensi beban-beban, di mana hal ini memberikan dampak positif bagi laba bersih tahun berjalan tahun 2020 yang hanya mengalami penurunan 3,21% dibandingkan tahun 2019.

Dewan Komisaris juga memberikan apresiasi atas pelaksanaan penugasan oleh Perseroan sesuai Undang-Undang No. 33 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Kecelakaan Lalu Lintas Jalan, yaitu penyerahan santunan kepada korban. Keberhasilan pemenuhan

These formal performance targets and evaluations are fundamental for the Board of Directors as part of the Company's commitment to actualize the shareholders' aspirations.

In general, the Board of Commissioners views that the Board of Directors has strived to realize the shareholders' aspirations as stated in the KPI, including the management of the Company in the midst of the COVID-19 pandemic which poses a very big challenge that has generated a decrease in the income of the Compulsory Premium (IW) and the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ), which decreased by 45.30% and 6.34% respectively from previous year's revenue. This decline is unavoidable, considering that the policy of restricting activities and mobility throughout 2020 has caused transportation to be a sector that was affected quite significantly. In addition, the decline in sales of both 2-wheeled and 4-wheeled motorized vehicle has resulted in a decrease in SWDKLLJ. However, the Board of Directors was able to manage the efficiency of expenses, and this had a positive impact on net profit for the year in 2020 which only decreased by 3.21% compared to 2019.

The Board of Commissioners also appreciates the implementation of the assignment by the Company in accordance with Law no. 33 of 1964 dated December 31, 1964, concerning the Passenger Accident Compulsory Insurance Fund, as well as Liability Insurance Under the Law Against Third Parties implemented based on Law no. 34 of 1964 dated December 31, 1964, concerning the Road Traffic Accident Fund, namely the disbursement of compensation to victims. The success of meeting the "5T" targets

target "5T" (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu dan Tepat Tempat) memberikan gambaran keseriusan Direksi dan seluruh jajarannya dalam memenuhi peran Perseroan sebagai pengelola asuransi sosial di Indonesia.

PANDANGAN DEWAN KOMISARIS ATAS PROSPEK USAHA TAHUN 2020 YANG DISUSUN OLEH DIREKSI

Optimisme perekonomian tahun 2021 harus disambut dengan proyeksi kinerja positif dari Perseroan. Hadirnya vaksin COVID-19 di tahun 2021 mendorong tumbuhnya optimisme tersebut, terutama dengan keinginan kuat Pemerintah Indonesia untuk mempercepat pemulihan ekonomi nasional melalui proyeksi pertumbuhan berbagai sektor ekonomi.

Dalam dokumen RKAP tahun 2021 yang telah disahkan bersama-sama antara Pemegang Saham, Dewan Komisaris dan Direksi, Perseroan telah menggambarkan *roadmap* pengelolaan bisnis sebagai bagian dari *Holding* Perasuransian dan Penjaminan atau Indonesia Financial Group (IFG). Sesuai arahan sekaligus pemetaan yang telah dilakukan oleh pemegang saham, Perseroan diposisikan sebagai kontributor bagi profitabilitas *Holding* IFG. Hal ini tentu harus menjadi kebanggaan tersendiri bagi seluruh Insan Jasa Raharja. Amanat pelayanan santunan yang sebelumnya telah melekat dalam bisnis Perseroan akan diperkuat melalui posisi kontributor laba bagi *Holding* IFG.

RKAP tahun 2021 yang disusun oleh Direksi telah melalui tanggapan dan persetujuan Dewan Komisaris. Secara umum, Dewan Komisaris menyambut baik berbagai target yang telah dicanangkan dalam RKAP tahun 2021, baik pertumbuhan pendapatan IW dan SWDKLLJ yang diproyeksikan tumbuh 4,74% dari realisasi tahun 2020, maupun kinerja keuangan Perseroan secara keseluruhan. Hal ini tentunya harus dibarengi dengan kerja sama seluruh pemangku kepentingan khususnya pihak-pihak yang terkait dalam dimensi Undang-Undang No. 33 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Dewan Komisaris sungguh berharap, tahun 2021 akan menjadi *roadmap recovery* bagi Bangsa Indonesia, yang pada akhirnya akan berujung baik bagi Indonesia secara keseluruhan, baik pada aspek kesehatan maupun aspek perekonomian.

(Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu dan Tepat Tempat/Right Information, Right Guarantee, Right Subject, Right Time and Right Place) illustrates the seriousness of the Board of Directors and all Company staff in fulfilling the Company's role as the manager of social insurance in Indonesia.

THE BOARD OF COMMISSIONERS' VIEW OF THE COMPANY'S 2020 BUSINESS OUTLOOK PREPARED BY THE BOARD OF DIRECTORS

Economic optimism in 2021 must be accepted with positive performance projections from the Company. The presence of the COVID-19 vaccine in 2021 encourages the growth of this optimism, especially with the strong desire of the Government of Indonesia to accelerate the national economic recovery through projected growth in various economic sectors.

In the 2021 Company's Work Plan and Budget document which has been ratified jointly by the Shareholders, the Board of Commissioners, and the Board of Directors, the Company has described the business management roadmap as part of the Insurance and Guarantee Holding or Indonesia Financial Group (IFG). In accordance with the guidance and mapping conducted by the shareholders, the Company is positioned as a contributor to the profitability of IFG Holding. This certainly should be a source of pride for all Jasa Raharja Personnel. The compensation service mandate that had previously been embedded in the Company's business will be strengthened through the position of profit contributor for IFG Holding.

The 2021 RKAP compiled by the Board of Directors has gone through the responses and approval of the Board of Commissioners. In general, the Board of Commissioners welcomes the various targets set out in the 2021 RKAP, whether on the IW as well as SWDKLLJ revenue growth which is projected to grow 4.74% from the realization in 2020, or on the Company's overall financial performance. This certainly must be accompanied by the cooperation of all stakeholders, especially the parties involved in the scope of Law no. 33 of 1964 dated December 31, 1964, concerning the Passenger Accident Compulsory Insurance Fund, as well as Liability Insurance Under the Law Against Third Parties implemented based on Law no. 34 of 1964 dated December 31, 1964, concerning the Road Traffic Accident Fund.

The Board of Commissioners sincerely hopes that 2021 will be a recovery roadmap for Indonesia, which will ultimately lead to good conditions for Indonesia as a whole, whether it in terms of health as well as economic aspects.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN DAN FUNGSI PENGAWASAN OLEH DEWAN KOMISARIS

Salah satu poin penting dari perkembangan GCG Perseroan di tahun 2020 adalah perubahan status badan hukum, dari yang sebelumnya Badan Usaha Milik Negara (BUMN), menjadi Perseroan Terbatas (PT) Non BUMN dengan kepemilikan langsung Negara Republik Indonesia terhadap Perseroan menjadi 1 (satu) lembar saham Seri Dwiwarna serta kepemilikan tidak langsung Negara Republik Indonesia terhadap saham Seri B Perseroan melalui *Holding* Indonesia Financial Group (IFG) PT Bahana Pembinaan Usaha Indonesia (Persero) sebanyak 99,99%. Perubahan ini menandakan adanya keinginan besar Pemerintah Indonesia untuk mendorong Perseroan dapat meningkatkan nilai tambah, baik dalam aspek kinerja keuangan maupun pengelolaan investasi yang didasarkan pada prinsip *prudent*.

Namun demikian, secara umum Perseroan hanya melakukan beberapa penyesuaian dan tidak melakukan perubahan yang berdampak signifikan terhadap struktur dan proses tata kelola yang telah dilaksanakan di masa-masa sebelumnya. Melalui fungsi pengawasan yang telah dijalankan, Dewan Komisaris memandang bahwa Direksi dan jajaran manajemen Perseroan telah senantiasa berupaya memenuhi seluruh ketentuan peraturan dan perundang-undangan yang berlaku; baik kepatuhan terhadap ketentuan yang umum berlaku bagi pelaku usaha di Indonesia, ketentuan di sektor asuransi, ketentuan sebagai bagian dari kelompok usaha BUMN, hingga ketentuan dalam pelaksanaan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Secara mendasar, pemenuhan ketentuan ini dapat terlihat dari terselenggaranya beberapa hal sebagai berikut:

1. Peninjauan dan pembaruan secara berkala atas struktur organ serta pedoman dan kebijakan yang dimiliki. Hal ini dibuktikan dari pembentukan Komite Pemantau Risiko dan Komite Nominasi & Remunerasi di tahun 2020 dalam rangka memperkuat fungsi pengawasan Dewan Komisaris;
2. Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) dilakukan sesuai ketentuan yang berlaku. Hal ini menunjukkan kemauan manajemen Perseroan dalam menghormati hak-hak pemegang saham;
3. Seluruh struktur dan mekanisme organ GCG berjalan dengan baik, yang ditandai dengan rapat yang berjalan dengan baik yang didokumentasikan dengan baik;
4. Perseroan menyampaikan laporan kepada regulator sesuai dengan ketentuan;
5. Melakukan transparansi kinerja keuangan;
6. Melaksanakan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan sebagai mandat yang diberikan.

OVERVIEWS OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE AND SUPERVISORY FUNCTION BY THE BOARD OF COMMISSIONERS

One of the important points of the development of the Company's GCG in 2020 was the change in the status of a legal entity, from previously a State-Owned Enterprise (BUMN) to a Non-SOE Limited Liabilities Company (PT). The ownership also experienced changes from direct ownership of the Company by the Republic of Indonesia to ownership of 1 (one) Dwiwarna Series share, as well as indirect ownership by the Republic of Indonesia of B Series shares of the Company through Indonesia Financial Group (IFG) Holding, PT Bahana Pembinaan Usaha Indonesia (Persero), of as much as 99.99%. This change indicates the Government of Indonesia's great desire to encourage the Company to increase added value, both in terms of financial performance as well as investment management based on prudent principles.

However, in general, the Company only made a few adjustments and did not make any changes that had a significant impact on the governance structure and processes that had been implemented in the previous periods. Through the supervisory function that has been conducted, the Board of Commissioners views that the Board of Directors and management of the Company have always strived to comply with all prevailing laws and regulations, namely compliance with provisions that generally apply to business doers in Indonesia, provisions in the insurance sector, provisions as part of the SOEs business group, and provisions in the implementation of Law no. 33 of 1964 concerning the Passenger Accident Compulsory Insurance Fund and Law no. 34 of 1964 concerning the Road Traffic Accident Fund.

Basically, fulfillment of this provision can be seen from the implementation of several aspects as follows:

1. Regular review and updating of the organ structure as well as guidelines and policies which are owned by the Company. This is evidenced by the establishment of the Risk Monitoring Committee and the Nomination & Remuneration Committee in 2020 to strengthen the supervisory function of the Board of Commissioners;
2. The holding of General Meeting of Shareholders (GMS) is conducted in accordance with applicable regulations. This shows the willingness of the Company's management to respect the rights of shareholders;
3. All GCG organ structures and mechanisms are functioning well, which is marked by well-executed meetings that are properly documented;
4. The Company submits reports to regulators in accordance with the provisions;
5. Transparency of financial performance;
6. Implement Law No. 33 of 1964 concerning the Passenger Accident Compulsory Insurance Fund and Law No. 34 of 1964 concerning the Road Traffic Accident Fund as the mandate given.

Kunci utama dari pelaksanaan prinsip GCG adalah pengelolaan risiko di hulu sebagai *early warning system*, membentuk dan menjalankan kesadaran risiko operasional Perseroan dan pengelolaan keuangan, serta proses atau tahapan audit di hilir; baik audit secara internal maupun audit independen yang dilakukan oleh Akuntan Publik. Keberadaan Komite Audit, Komite Pemantau Risiko dan Komite Nominasi & Remunerasi di bawah Dewan Komisaris serta Fungsi Manajemen Risiko dan Komite Investasi di bawah Direksi telah menunjukkan keseriusan Perseroan dalam pengelolaan risiko yang berimbang. Pada kegiatan audit, Komite Audit di bawah Dewan Komisaris dan Satuan Pengawasan Intern (SPI) di bawah Direksi membentuk komposisi pengelolaan audit yang baik, yang diperkuat melalui audit independen atas laporan keuangan Perseroan oleh Akuntan Publik.

Dewan Komisaris menyambut dengan sangat baik penguatan penerapan GCG yang dilakukan Perseroan di tahun 2020 melalui perolehan Sertifikat ISO 37001 : 2016 tentang Sistem Manajemen Anti Penyuapan (SMAP). Sertifikasi ini, yang diperoleh melalui berbagai tahapan yang dilakukan di lingkup Perseroan, menunjukkan keinginan besar Perseroan untuk mewujudkan semangat anti suap dan anti gratifikasi di lingkup Perseroan, di mana sertifikasi ISO ini memberikan pendekatan sistemik yang terukur atas pendekatan anti suap dan anti gratifikasi.

Dewan Komisaris juga mengapresiasi langkah manajemen untuk melakukan *assessment* atau penilaian penerapan GCG secara periodik tahunan. Penilaian yang didasarkan pada 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 ini mampu memberikan gambaran tentang tingkat penerapan GCG yang telah dilakukan Perseroan, dan hal-hal rekomendasi yang dapat menjadi evaluasi dan peningkatan penerapan GCG di masa depan. Hasil penilaian GCG yang dilakukan pada tahun 2020 menunjukkan skor 96,50 dengan predikat "Sangat Baik", mencatat kenaikan dari skor tahun sebelumnya sebesar 96,31 juga dengan predikat "Sangat Baik".

Lebih dari itu, Dewan Komisaris memandang penerapan prinsip GCG terletak pada komitmen seluruh Insan Jasa Raharja untuk mewujudkan pengelolaan Perseroan yang dapat dipertanggungjawabkan. Kekuatan fundamental ini menjadi tantangan bagi Direksi untuk dapat mewujudkan pertumbuhan Perseroan yang berkelanjutan, yang dilandasi oleh integritas seluruh pihak. Dewan Komisaris berkomitmen untuk bahu-membahu bersama-sama dengan Direksi dalam upaya meletakkan fondasi tersebut, dan memperkokoh pertumbuhan kinerja Perseroan dengan basis fondasi yang kuat.

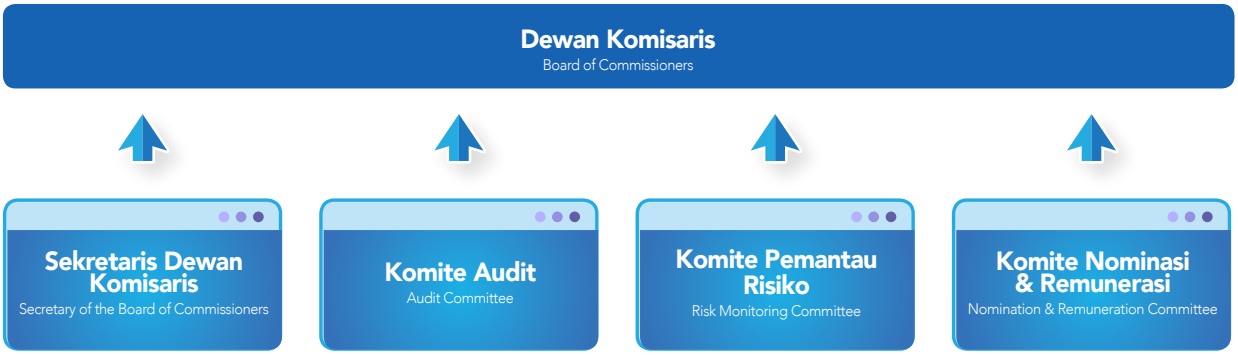
The main keys to implement GCG principles are risk management in the upstream as an early warning system, establishing and implementing awareness of the Company's operational risk and financial management, as well as in the downstream are audit process or stages of both internal audits and independent audits conducted by Public Accountants. The presence of the Audit Committee, Risk Monitoring Committee, and Nomination & Remuneration Committee under the Board of Commissioners, as well as the Risk Management Function and Investment Committee under the Board of Directors has demonstrated the Company's seriousness in managing balanced risk. At the audit level, the Audit Committee under the Board of Commissioners and the Internal Audit Unit (SPI) under the Board of Directors establish a good composition of audit management, which is accompanied by an independent audit of the Company's financial statements by a Public Accountant.

The Board of Commissioners welcomes the strengthening of the GCG's implementation by the Company in 2020 through the acquisition of the ISO 37001:2016 concerning Certificate on Anti-Bribery Management System (SMAP). This certification, which was obtained through various stages conducted within the Company, shows the Company's great desire to realize the spirit of anti-bribery and anti-gratification within the Company, whereas this ISO certification provides a measurable systemic approach to the anti-bribery and anti-gratification approaches.

The Board of Commissioners also appreciates the management's decisions to conduct an annual periodic assessment of the implementation of GCG. The assessment, which is based on a copy of the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs, is able to provide an overview of the level of GCG implementation that has been conducted by the Company, and the recommendations which can be used as an evaluation and improvement of GCG implementation in the future. The results of the GCG assessment carried out in 2020 showed a score of 96.50 with the predicate "Very Good", which is an increase from the previous year's score of 96.31 also with the predicate "Very Good".

Moreover, the Board of Commissioners views that the implementation of GCG principles was based on the commitment of all Jasa Raharja Personnel to realize accountable management of the Company. This fundamental strength is a challenge for the Board of Directors to be able to realize the Company's sustainable growth, which is based on the integrity of all parties. The Board of Commissioners is committed to working hand in hand with the Board of Directors in an effort to build this foundation, and to strengthen the growth of the Company's performance on a strong foundation.

Evaluasi dan Apresiasi atas Kinerja Komite di Bawah Dewan Komisaris
Evaluation and Appreciation of the Performance of Committees Under the Board of Commissioners



Dalam menjalankan tugas dan fungsi beserta tanggung jawabnya, Dewan Komisaris membentuk Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi & Remunerasi. Komite Pemantau Risiko dan Komite Nominasi & Remunerasi baru dibentuk pada tahun 2020 dalam rangka mendukung Dewan Komisaris memperkuat tugas pengawasan, khususnya pada pemantauan atas pengelolaan risiko Perseroan oleh Direksi, serta tata kelola nominasi dan remunerasi yang diberlakukan di lingkup Perseroan.

Sekretaris Dewan Komisaris membantu Dewan Komisaris dalam pengelolaan keadministrasian, dan menjadi *liaison officer* bagi hubungan Dewan Komisaris dengan pihak lain, termasuk dengan Direksi. Komite Audit dibentuk dalam rangka membantu kelancaran tugas Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat kepada Direksi dalam penerapan kebijakan GCG Perseroan. Komite Audit bekerja bersama-sama dengan Satuan Pengawasan Intern untuk memberikan *check and balances* atas berjalannya proses audit internal di lingkup Perseroan; termasuk bekerja sama dalam proses audit independen atas laporan keuangan Perseroan yang dilakukan oleh Akuntan Publik.

Evaluasi terhadap kinerja Komite Audit dilaksanakan setiap triwulanan dengan menggunakan metode yang ditetapkan Dewan Komisaris. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

Untuk Komite Pemantau Risiko dan Komite Nominasi & Remunerasi yang baru dibentuk di tahun 2020, penilaian terhadap ke-2 organ pendukung ini dilakukan melalui pendekatan kualitatif, mencakup kehadiran rapat dan keaktifan, serta laporan yang diberikan yang digunakan oleh Dewan Komisaris untuk dapat memberikan saran serta evaluasi kepada Direksi terkait penerapan manajemen risiko serta tata kelola nominasi dan remunerasi di lingkup Jasa Raharja.

In performing the duties and functions along with its responsibilities, the Board of Commissioners is assisted by the Secretary to the Board of Commissioners, the Audit Committee, the Risk Monitoring Committee, and the Nomination & Remuneration Committee. The Risk Monitoring Committee and the Nomination & Remuneration Committee were newly established in 2020 to support the Board of Commissioners in strengthening its supervisory duties, particularly in monitoring the Company's risk management by the Board of Directors, as well as the nomination and remuneration governance applied within the Company.

The Secretary of the Board of Commissioners assists the Board of Commissioners in administrative management and acts as a liaison officer for the interactions between the Board of Commissioners and other parties, including the Board of Directors. The Audit Committee was formed in order to accelerate the duties of the Board of Commissioners in supervising and providing advice to the Board of Directors in implementing the Company's GCG policies. The Audit Committee works together with the Internal Audit Unit to ensure checks and balances on the internal audit process within the Company which includes cooperation in the process of an independent audit of the Company's financial statements by a Public Accountant.

Evaluation of the performance of the Audit Committee is carried out on a quarterly basis using the method determined by the Board of Commissioners. The results of the assessment become the considerations for the Board of Commissioners to reappoint and/or dismiss members of the Audit Committee for the next term of office.

For the Risk Monitoring Committee as well as the Nomination and Remuneration Committee, which were newly formed in 2020, the assessment was carried out through a qualitative approach, which includes assessment of meeting attendance and activities, as well as reports provided which were used by the Board of Commissioners to provide advice and evaluation to the Board of Directors regarding the implementation of risk management as well as nomination and remuneration governance within the scope of Jasa Raharja.

MEKANISME PELAPORAN PELANGGARAN YANG DIBERLAKUKAN DI LINGKUP PERUSAHAAN, DAN PERAN DEWAN KOMISARIS DALAM MEKANISME TERSEBUT

Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS) merupakan sebuah mekanisme yang memungkinkan pengaduan atau pelaporan pelanggaran yang terjadi di lingkup Perseroan dengan mengutamakan kerahasiaan identitas pelapor. Perseroan telah memiliki Pedoman WBS yang diterapkan dalam rangka menegakkan peraturan serta semangat keterbukaan terhadap pelaporan dari pihak manapun. Pihak pelapor dapat menyampaikan laporan mengenai dugaan pelanggaran berdasarkan bukti yang dapat dipertanggungjawabkan serta dengan niat baik untuk kepentingan Perseroan. Identitas pelapor bersifat rahasia dan laporan dapat disampaikan oleh pelapor tanpa mencantumkan identitasnya (anonim); terkecuali jika terdapat langkah hukum yang mengharuskan identitas pelapor menjadi terbuka di hadapan pengadilan. Perseroan memiliki struktur pengelola Sistem Pelaporan Pelanggaran yang memiliki mekanisme khusus untuk mengelola pengaduan laporan yang masuk untuk diverifikasi dan diproses ke tahapan selanjutnya.

Dalam mekanisme WBS yang berlaku di Perseroan, Dewan Komisaris berperan sebagai penerima laporan di tingkat puncak. Apabila yang diduga melakukan pelanggaran adalah anggota Direksi atau keluarganya, maka laporan dugaan terjadinya pelanggaran dikirimkan langsung kepada Dewan Komisaris. Sebaliknya, jika yang diduga melakukan pelanggaran adalah anggota Dewan Komisaris atau keluarganya, maka laporan dugaan terjadinya pelanggaran dikirimkan langsung kepada Menteri BUMN selaku kuasa pemegang saham. Laporan yang masuk kepada Dewan Komisaris akan diverifikasi dan ditelaah lebih lanjut, dan akan mengambil langkah-langkah terbaik jika diperlukan.

Di samping itu, Dewan Komisaris turut memantau perkembangan pelaporan yang masuk di saluran WBS Perseroan. Melalui rapat dan pertemuan dengan Direksi, Dewan Komisaris dapat mengetahui jika terdapat pengaduan yang masuk melalui saluran WBS yang membutuhkan perhatian. Di tahun 2020, pengaduan yang masuk melalui saluran WBS Perseroan sebanyak 5 (lima) pengaduan. Dari jumlah tersebut, sebanyak 2 (dua) pengaduan telah ditindaklanjuti dan telah dinyatakan selesai, dan 2 (dua) laporan tidak ditindaklanjuti karena bukan merupakan lingkup pelaporan melalui WBS. Sedangkan sisanya sebanyak 1 (satu) pengaduan masih dalam proses tindak lanjut.

IMPLEMENTATION OF WHISTLEBLOWING SYSTEM IN THE COMPANY AND THE BOARD OF COMMISSIONERS' ROLE IN THE MECHANISM

The Whistleblowing System (WBS), which prioritizes the confidentiality of the reporter's (whistleblower's) identity, is a mechanism that allows complaints or reports of violations that occur within the Company. The Company already has WBS Guidelines which are implemented in order to enforce regulations and the spirit of transparency to reporting from any party. The reporting party (whistleblower) may submit a report regarding the alleged violation based on evidence that can be accounted for and in good faith for the benefit of the Company. The identity of the reporter (whistleblower) is confidential and the report can be submitted by the reporter (whistleblower) without including his/her identity (anonymous); except if there are legal steps that require the identity of the whistleblower to be disclosed before the court. The Company has a Whistleblowing System management structure which has a special mechanism to manage incoming reports for verification and processing to the next stage.

In the WBS mechanism that applies in the Company, the Board of Commissioners performs the role as the recipient of reports at the top level. If the alleged violator is a member of the Board of Directors or his/her family, the report on the alleged violation is sent directly to the Board of Commissioners. On the other hand, if the alleged violator is a member of the Board of Commissioners or his/her family, the report on the alleged violation is sent directly to the Minister of SOEs as the shareholder's proxy. Reports submitted to the Board of Commissioners will be verified and reviewed further and the best measures will be taken if necessary.

In addition, the Board of Commissioners also monitors the progress of reporting that enters the Company's WBS channel. Through meetings and discussions with the Board of Directors, the Board of Commissioners will be able to find out if there are complaints which are submitted through the WBS channel that require attention. In 2020, 5 (five) complaints were received through the Company's WBS channel. Of these, 2 (two) complaints have been followed up and have been declared completed, and 2 (two) reports have not been followed up because they are not within the scope of reporting through the WBS. The remaining 1 (one) complaint is still in the follow-up process.

PERUBAHAN SUSUNAN DEWAN KOMISARIS

Di tahun 2020, Para Pemegang Saham memutuskan untuk melakukan perubahan dan pergantian susunan keanggotaan Dewan Komisaris, dengan kronologi sebagaimana di bawah ini.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2020, the Shareholders decided to conduct changes in the composition of the Board of Commissioners' membership, with the following chronology.

Kronologi Perubahan Susunan Dewan Komisaris Sepanjang Tahun 2020
Chronology of Changes in the Composition of the Board of Commissioners in 2020

Periode 1 Januari - 26 Oktober 2020 January 1 - October 26, 2020	**Periode 26 Oktober - 18 November 2020** October 26 - November 18, 2020	**Periode 18 November - 31 Desember 2020** November 18 - December 31, 2020	**Keterangan** Description
Budi Setiyadi (Komisaris Utama) (President Commissioner)	Budi Setiyadi (Komisaris Utama) (President Commissioner)	Budi Setiyadi (Komisaris Utama) (President Commissioner)	-
Setya Utama (Komisaris) (Commissioner)	Setya Utama (Komisaris) (Commissioner)		Setya Utama tidak lagi menjabat sebagai Komisaris sejak 26 Oktober 2020. Beliau telah memasuki akhir periode jabatannya selama 5 (lima) tahun sebagai Komisaris Perseroan. Setya Utama has no longer served the Company since October 26, 2020. He was at the end of his 5 (five) year term as Commissioner of the Company.
Suprianto (Komisaris) (Commissioner)	Suprianto (Komisaris) (Commissioner)	Suprianto (Komisaris) (Commissioner)	-
Humaniati (Komisaris) (Commissioner)	Humaniati (Komisaris) (Commissioner)	Humaniati (Komisaris) (Commissioner)	-
Antonius (Komisaris Independen) (Independent Commissioner)	Antonius (Komisaris Independen) (Independent Commissioner)	Antonius (Komisaris Independen) (Independent Commissioner)	-
	Dyah Kartika Rini (Komisaris Independen) (Independent Commissioner)	Dyah Kartika Rini (Komisaris Independen) (Independent Commissioner)	Dyah Kartika Rini diangkat pada tanggal 26 Oktober 2020 dan akan berlaku efektif setelah mendapat persetujuan dari melalui tahapan *Fit and Proper Test* oleh Otoritas Jasa Keuangan (OJK). Dyah Kartika Rini has been appointed on October 26, 2020 and shall start serving the Company effectively upon the approval from Fit and Proper Test by Financial Services Authority (OJK).
		Rimawan Pradiptyo (Komisaris Independen) (Independent Commissioner)	Rimawan Pradiptyo diangkat pada tanggal 18 November 2020 dan akan berlaku efektif setelah mendapat persetujuan dari melalui tahapan *Fit and Proper Test* oleh Otoritas Jasa Keuangan (OJK). Rimawan Pradiptyo has been appointed on November 18, 2020 and shall start serving the Company effectively upon the approval from Fit and Proper Test by Financial Services Authority (OJK).

Dengan demikian, terdapat perubahan susunan keanggotaan dan jumlah anggota Dewan Komisaris, dari sebelumnya 5 (lima) orang di mana 1 (satu) orang di antaranya menjabat sebagai Komisaris Independen, menjadi sebanyak 6 (enam) orang di mana 3 (tiga) orang di antaranya menjabat sebagai Komisaris Independen. Berikut susunan Dewan Komisaris yang menjabat di akhir tahun 2020.

Accordingly, there has been a change in the composition of the membership and the number of members of the Board of Commissioners, from the previous 5 (five) people in which 1 (one) person served as an Independent Commissioner, to 6 (six) people in which 3 (three) people served as Independent Commissioners. The following is the composition of the Board of Commissioners serving at the end of 2020.

Susunan Dewan Komisaris per 31 Desember 2020
Composition of the Board of Commissioners as of December 31, 2020

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Menjabat** Period of Position
Budi Setiyadi	Komisaris Utama President Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 Decree of the Minister of State-Owned Enterprises No. SK-214/MBU/07/2018	20 Juli 2018 s.d. Penutupan RUPS Tahun 2023 July 20, 2018 - Closing of GMS 2023	Pertama 1st
Suprianto	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 Decree of the Minister of State-Owned Enterprises No. SK-214/MBU/07/2018	20 Juli 2018 s.d. Penutupan RUPS Tahun 2023 July 20, 2018 - Closing of GMS 2023	Pertama 1st
Humaniati	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-239/MBU/10/2019 Decree of the Minister of State-Owned Enterprises No. SK-239/MBU/10/2019	17 Oktober 2019 s.d. Penutupan RUPS Tahun 2024 October 17, 2019 – Closing of GMS 2024	Pertama 1st
Antonius	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-12/MBU/01/2018 Decree of the Minister of State-Owned Enterprises No. SK-12/MBU/01/2018	16 Januari 2018 s.d. Penutupan RUPS Tahun 2023 January 16, 2018 – Closing of GMS 2023	Pertama 1st
Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-375/MBU/11/2020 dan SK Direksi BPUI No. 046/SKDIR/CORP/BPUI/XI/2020 Decree of the Minister of State-Owned Enterprises No. SK-375/MBU/11/2020 and Decree of the Board of Directors of PT BPUI No. 046/SKDIR/CORP/BPUI/XI/2020	26 Oktober 2020 s.d. Penutupan RUPS Tahun 2025 October 26, 2020 - Closing of GMS 2025	Pertama 1st
Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-346/MBU/10/2020 dan SK Direksi BPUI No. 067/SKDIR/CORP/BPUI/X/2020 Decree of the Minister of State-Owned Enterprises No. SK-346/MBU/10/2020 and Decree of the Board of Directors of PT BPUI No. 067/SKDIR/CORP/BPUI/X/2020	18 November 2020 s.d. Penutupan RUPS Tahun 2025 November 18, 2020 -Closing of 2025 GMS	Pertama 1st

Dari ke-6 Dewan Komisaris yang menjabat hingga akhir periode pelaporan tahun buku, terdapat 2 (dua) anggota Dewan Komisaris yang belum mendapatkan persetujuan dari OJK atas Uji Kepatutan dan Kelayakan, yaitu Dyah Kartika Rini dan Rimawan Pradiptyo, yang telah melakukan Uji Kepatutan dan Kelayakan dan dalam proses menunggu hasil dari OJK.

Of the 6 Board of Commissioners who served until the end of the fiscal year reporting period, 2 (two) members of the Board of Commissioners had not received approval from the Financial Services Authority (OJK) for the Fit and Proper Test, namely Dyah Kartika Rini and Rimawan Pradiptyo, who had conducted the Fit and Proper Test and in the process of waiting for the results from Financial Services Authority (OJK).

Seluruh pergantian dan perubahan susunan keanggotaan Dewan Komisaris sepenuhnya menjadi keputusan Pemegang Saham yang tertuang dalam RUPS.

All changes in the composition of the membership of the Board of Commissioners entirely become a decision of the Shareholders as determined in the GMS.

APRESIASI

Kepada Kementerian BUMN selaku kuasa pemegang saham Seri A Dwiwarna Pemerintah Indonesia dan PT Bahana Pembinaan Usaha Indonesia (Persero) selaku pemegang saham Seri B, Dewan Komisaris mengucapkan terima kasih atas kepercayaan yang telah diberikan. Dewan Komisaris menyampaikan apresiasinya kepada Direksi atas komitmennya untuk dapat menciptakan nilai tambah dan menuntaskan penugasan yang diberikan di tengah kondisi penuh ketidakpastian di sepanjang tahun 2020. Dewan Komisaris juga menyampaikan apresiasi kepada seluruh karyawan Perseroan yang telah bekerja dengan sangat baik di tengah situasi yang memprihatinkan akibat adanya pandemi COVID-19. Dewan Komisaris sungguh berharap, perjalanan tahun 2020 justru menjadi tantangan bagi seluruh jajaran untuk dapat menemukan rumusan yang tepat di tengah gelombang badai, yang akan memberikan landasan bagi Perseroan untuk melangkah di masa-masa mendatang.

APPRECIATION

To the Ministry of SOEs as the proxy for the Indonesian Government's Dwiwarna A Series shareholder and PT Bahana Pembinaan Usaha Indonesia (Persero) as the B Series shareholder, the Board of Commissioners would like to express the gratitude for the trust that has been given. The Board of Commissioners would also like to express its appreciation to the Board of Directors for its commitment for being able to create added value and complete the assignments given in the midst of conditions that are full of uncertainty throughout 2020. The Board of Commissioners would also like to express its appreciation to all of the Company's employees who have worked optimally in the midst of an alarming situation due to the COVID-19 pandemic. The Board of Commissioners sincerely hopes that the journey of 2020 will actually be a challenge for all levels to be able to continue formulating the right strategy in the midst of the challenging times, which will provide a foundation for the Company to move forward in the future.

Jakarta, 16 Juni 2021
Atas nama jajaran Dewan Komisaris PT Jasa Raharja
Jakarta, June 16, 2021
On behalf of the Board of Commissioners of PT Jasa Raharja

Budi Setiyadi
Komisaris Utama
President Commissioner

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LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT

Pembentukan *Holding* BUMN Asuransi dan Penjaminan di mana Jasa Raharja menjadi salah satu anggotanya, serta pandemi COVID-19 yang berdampak luar biasa terhadap asuransi nasional, menjadi cerita besar di tahun 2020. Terutama dengan penurunan pada Iuran Wajib (IW) serta Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) yang berdampak terhadap pendapatan Jasa Raharja, dengan berbagai strategi yang efektif, Jasa Raharja mampu menjaga Laba Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk sebesar Rp1,44 triliun.

The establishment of the Insurance and Guarantee SOE Holding, in which Jasa Raharja is a member, as well as the COVID-19 pandemic which has had a tremendous impact on national insurance, was a huge event in 2020. This was particularly occured in the decline in Compulsory Premium (IW) and the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ) which has an impact on Jasa Raharja's revenue. However, with various effective strategies, Jasa Raharja was able to maintain a Comprehensive Income Attributable to Owner of the Parent Entity of IDR1.44 trillion.

BUDI RAHARDJO SLAMET
Direktur Utama
President Director

Pemegang Saham dan seluruh Pemangku Kepentingan yang terhormat,

Mewakili Direksi dan seluruh jajaran PT Jasa Raharja, disebut juga "Perseroan" atau "Jasa Raharja", izinkan saya menyampaikan laporan kinerja Perseroan di tengah tantangan luar biasa akibat pandemi *Corona Virus Disease* 2019 (COVID-19) di sepanjang tahun 2020. Pencapaian kinerja baik operasi maupun usaha Perseroan yang berfokus pada asuransi sosial di tahun 2020 patut menjadi apresiasi bagi kita semua, baik yang terlibat langsung maupun tidak langsung dalam keseluruhan pencapaian Perseroan.

Dear Distinguished Shareholders and Stakeholders,

On behalf of the Board of Directors and all employees of PT Jasa Raharja, also known as the "Company" or "Jasa Raharja", please allow me to present the Company's performance report in the midst of extraordinary challenges due to the Corona Virus Disease 2019 (COVID-19) pandemic throughout 2020. The achievement of the Company's operational and business performance which focuses on social insurance in 2020 should become an appreciation for all of us, who are directly and indirectly involved in the Company's overall achievements.

PEREKONOMIAN DAN TANTANGAN PANDEMI COVID-19

Kemunculan COVID-19 di akhir tahun 2019, yang kemudian merebak di awal tahun 2020 hingga akhirnya ditetapkan sebagai pandemi dunia oleh World Health Organization (WHO), memberikan dampak yang besar terhadap seluruh sendi kehidupan sosial dan perekonomian global. *International Monetary Fund* (IMF) memproyeksikan pertumbuhan ekonomi global per Oktober 2020 di angka defisit 4,4%, tidak jauh berbeda dengan angka proyeksi yang dirilis Bank Indonesia sebesar defisit 3,8%. Defisit ini membaik dari pertengahan tahun 2020, di mana IMF memberikan proyeksi angka pertumbuhan ekonomi global per Juni 2020 sebesar defisit 5,2%.

Kondisi ini berimbas pada rantai perdagangan dunia, yang memiliki efek domino kepada perekonomian nasional. Data Badan Pusat Statistis (BPS) menyebutkan bahwa perekonomian Indonesia di tahun 2020 mengalami perlambatan yang cukup besar. Di sepanjang tahun 2020 realisasi pertumbuhan ekonomi nasional *Year on Year* (YoY) pada kuartal I-2020 sebesar 2,97%, kuartal II-2020 sebesar defisit 5,32%, kuartal III-2020 sebesar defisit 3,49%, dan kuartal IV-2020 sebesar defisit 2,19%. Penurunan perekonomian ini juga tercermin dari kinerja pertumbuhan per sektor lapangan usaha, di mana beberapa sektor terkoreksi sejak kuartal I-2020, yang kemudian terkoreksi cukup dalam pada kuartal II-2020 atau di kisaran pertengahan tahun 2020. Hanya industri Informasi dan Komunikasi serta Jasa Kesehatan dan Kegiatan Sosial yang menunjukkan tren pertumbuhan, di mana ke-2 industri ini menjadi primadona di sepanjang tahun 2020.

Sektor lapangan usaha Jasa Keuangan dan Asuransi cukup terdampak atas pandemi COVID-19. Pada triwulan-II 2020 sektor lapangan usaha Jasa Keuangan dan Asuransi tercatat mengalami penurunan menjadi 1,06%, dan turun hingga defisit 0,95% pada triwulan-III 2020. Secara khusus, ekosistem industri di mana Perseroan terkait, yaitu sektor lapangan usaha Transportasi dan Pergudangan menjadi yang paling besar terdampak atas pandemi COVID-19. Kebijakan pembatasan fisik dan pembatasan sosial sebagai bagian dari langkah Pemerintah Indonesia dalam mengendalikan penyebaran COVID-19 begitu terasa bagi sektor lapangan usaha ini. Tercatat, pada triwulan-I 2020 sektor lapangan usaha Transportasi dan Pergudangan mengalami penurunan menjadi 1,30% dari pertumbuhan sebelumnya di akhir tahun 2019 sebesar 7,55%. Memasuki triwulan-II 2020, sektor lapangan usaha Transportasi dan Pergudangan mengalami defisit 30,80%, kemudian membaik menjadi defisit 16,71% pada triwulan-III 2020 dan defisit 13,42% pada triwulan-IV 2020. Kondisi ini tentu sangat berdampak terhadap industri transportasi, baik transportasi darat, laut dan udara, yang tentunya akan berimbas pada penerimaan Iuran Wajib (IW) yang diterima Perseroan.

THE ECONOMY AND CHALLENGES OF THE COVID-19 PANDEMIC

The emergence of COVID-19 at the end of 2019, which then became widespread in early 2020 until it was finally declared as a world pandemic by the World Health Organization (WHO), had a major impact on all aspects of social life and the global economy. The International Monetary Fund (IMF) projected global economic growth as of October 2020 of -4.4%, which is not much different from the projection figure released by Bank Indonesia of -3.8%. This was an improvement from mid-2020, in which the IMF provided a projected global economic growth rate as of June 2020 experienced 5,2%.

This condition impacted the world trade chain, which generates a domino effect on the national economy. Data from the BPS-Statistics Indonesia stated that the Indonesian economy in 2020 experienced a considerable slowdown. Throughout 2020, the realization of Year on Year (YoY) national economic growth in the first quarter of 2020 was 2.97%, the second quarter of 2020 was -5.32%, the third quarter of 2020 was -3.49% and the fourth quarter of 2020 was -2.19%. This economic decline was also reflected in the growth performance per business sector, in which several sectors have been corrected since the first quarter of 2020, which then corrected quite significantly in the second quarter of 2020 or in the mid-2020. Only in the Information and Communications, as well as the Health Services and Social Activities sectors, showed a growth trend, in which these 2 industries were excellent throughout 2020.

The Financial Services and Insurance business sector is quite affected by the COVID-19 pandemic. In the second quarter of 2020, the Financial Services and Insurance business sector recorded a decline to 1.06% and decreased to - 0.95% in the third quarter of 2020. In particular, the industrial ecosystem in which the Company is related, namely the Transportation and Warehousing has been the most affected by the COVID-19 pandemic. The policy of physical and social restrictions as part of the Government of Indonesia's strategies in controlling the spread of COVID-19 has been quite significantly impacted these business sectors. It was recorded that in the first quarter of 2020, the Transportation and Warehousing business sector decreased to 1.30% from the previous growth at the end of 2019 of 7.55%. Entering the second quarter of 2020, the Transportation and Warehousing business sector experienced -30.80%, then improved to -16.71% in the third quarter of 2020 and -13.42% in the fourth quarter of 2020. This condition certainly had a major impact on the transportation industry, whether land, sea and air transportation, which certainly will have an impact on the income of the Compulsory Premium (IW) received by the Company.

IMPLEMENTASI KEBIJAKAN STRATEGIS TAHUN 2020 DAN PENCAPAIAN KINERJA PERUSAHAAN

Sebagai BUMN yang menjalankan asuransi sosial, Perseroan mengelola 2 (dua) mandat pengelolaan asuransi, yaitu Asuransi Kecelakaan Penumpang Alat Angkutan Umum yang dilaksanakan berdasarkan Undang-Undang No. 33 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Pelaksanaan mandat baik Iuran Wajib sesuai Undang-Undang No. 33 Tahun 1964 maupun SWDKLLJ sesuai Undang-Undang No. 34 Tahun 1964 dikelola oleh Perseroan melalui 7 (tujuh) orientasi dasar yang seluruhnya merupakan satu kesatuan utuh yang tidak dapat dipisahkan, yaitu:

1. Orientasi dasar pertama, adalah mengarah pada peningkatan pemahaman masyarakat atas fungsi dan peranan Perseroan dalam penyelenggaraan asuransi kecelakaan penumpang angkutan umum dan asuransi kecelakaan lalu lintas jalan. Meningkatnya pemahaman masyarakat akan berdampak pada peningkatan penerimaan *underwriting* iuran wajib melalui pembelian tiket serta peningkatan penerimaan sumbangan wajib melalui pengurusan atau perpanjangan STNK;
2. Orientasi dasar kedua, adalah mengarah pada pemenuhan partisipasi Perseroan untuk lebih optimal melakukan upaya pencegahan dan penanggulangan kecelakaan dalam rangka menurunkan frekuensi dan sekaligus menurunkan tingkat fatalitas korban kecelakaan lalu lintas;
3. Orientasi dasar ketiga, adalah mengarah pada pelaksanaan fungsi dan tanggung jawab Perseroan dalam memberi berbagai kemudahan akses untuk memperoleh layanan yang lebih cepat kepada masyarakat;
4. Orientasi dasar keempat, adalah melaksanakan berbagai kegiatan yang efektif untuk menumbuhkan tanggung jawab dan partisipasi masyarakat agar tidak menjadi sasaran dan korban lalu lintas, tetapi harus dapat berperan sebagai subjek dan pelaku pengendali korban lalu lintas, termasuk pula di dalamnya upaya mencegah dan menanggulangi kecelakaan;
5. Orientasi dasar kelima, adalah mendorong Perseroan untuk secara terus-menerus melakukan berbagai terobosan penting yang inovatif dalam mengembangkan kualitas pelayanan informasi, pelayanan santunan dan pelayanan administrasi;
6. Orientasi dasar keenam, adalah mendorong Perseroan untuk mendukung upaya Pemerintah Indonesia untuk mengutamakan kegiatan ramah lingkungan sebagai dampak dari perilaku berkendaraan dan mensosialisasikan cara-cara inklusif seperti berjalan, bersepeda ataupun menggunakan sarana transportasi umum;

IMPLEMENTATION OF STRATEGIC POLICIES IN 2020 AND ACHIEVEMENTS OF COMPANY PERFORMANCE

As a state-owned enterprise which conducts social insurance, the Company manages 2 (two) insurance management mandates, namely Accident Insurance for Public Transportation Passengers which is implemented based on Law no. 33 of 1964 dated December 31, 1964, concerning the Passenger Accident Compulsory Insurance Fund, as well as Liability Insurance Under the Law Against Third Parties which is implemented under Law No. 34 of 1964 dated December 31, 1964 concerning the Road Traffic Accident Fund.

Implementation of mandates, both Compulsory Premium in accordance with Law No. 33 of 1964, and SWDKLLJ in accordance with Law No. 34 of 1964, are managed by the Company through 7 (seven) basic orientations, which are entirely unified and cannot be separated, namely:

1. The first basic orientation is to lead the enhancement of public understanding on the functions and role of the Company in the implementation of accident insurance for public transportation passengers and road traffic accident insurance. Increased public understanding will have an impact of increased underwriting revenue from compulsory premium through ticket purchase and increased compulsory contribution through the registration or renewal of vehicle registration;
2. The second basic orientation is to lead the fulfillment of the Company's participation in optimally preventing and mitigating accidents in order to reduce frequency and fatality rate of road traffic accidents;
3. The third basic orientation is to lead the implementation of the Company's functions and responsibilities to provide ease of access to obtain faster services to the public;
4. The fourth basic orientation is to conduct effective activities to foster community responsibility and participation in order to prevent to be target and victims of traffic accidents, but to act as subjects and perpetrators of traffic victims control, which include efforts to prevent and handle accidents;
5. The fifth basic orientation is to encourage the Company to continuously establish innovative breakthrough in improving the quality of information, compensation, and administrative services;
6. The sixth basic orientation, is to encourage the Company to support government efforts to prioritize eco-friendly activities as a result of driving behavior and to disseminate inclusive ways such as walking, cycling, or using public transportation;

7. Orientasi dasar ketujuh adalah meningkatkan peran Perseroan untuk mengembangkan ekosistem perasuransian melalui pengoptimalan *big data analytics* dan *channel distribution*.

Sebagai perusahaan yang bergerak di bidang Asuransi Kecelakaan Lalu Lintas Jalan dan penumpang umum, Perseroan turut serta dalam aksi keselamatan jalan yang diwujudkan dalam pilar 5 (lima) yaitu Manajeman Keselamatan Jalan, Jalan yang Berkeselamatan, Kendaraan yang Berkeselamatan, Perilaku Pengguna Jalan yang Berkeselamatan, dan Penanganan Pra dan Pasca Kecelakaan.

Dalam penanganan pasca kecelakaan, Perseroan berkomitmen untuk terus melakukan perbaikan dan peningkatan kualitas layanan melalui percepatan penyelesaian santunan dan meminimalisir tingkat keluhan masyarakat. Hal ini dilakukan dengan mendekatkan pelayanan kepada masyarakat melalui pemanfaatan digital, memperluas jangkauan jemput bola kepada korban luka-luka melalui *mobile services*, mengoptimalkan kerja sama dengan rumah sakit, dan melakukan proses administrasi santunan berbasis teknologi informasi dan meningkatkan pemahaman yang mendalam dalam menerapkan *Prime Service*.

Dalam memberikan pelayanan, Perseroan menerapkan standar mutu pelayanan yang berlaku sama mulai daerah pinggiran sampai daerah perkotaan demi mewujudkan terciptanya kerangka negara kesatuan dan penegakan hukum yang merata di semua lini masyarakat, sehingga kualitas hidup masyarakat yang mengalami musibah kecelakaan alat angkutan umum dan lalu lintas jalan dapat dipulihkan sebagaimana sebelum mengalami musibah sesuai dengan prinsip indemnitas.

Untuk mendukung layanan yang optimal dan proses bisnis yang akuntabel, Perseroan menekankan pada pentingnya peningkatan kualitas kompetensi Sumber Daya Manusia (SDM) yang diwujudkan melalui sistem SDM Terintegrasi/sistem *Human Capital Management*. Selain itu, Perseroan juga melaksanakan strategi korporasi yang dituangkan dalam cetak biru Rencana Jangka Panjang Perusahaan (RJPP), termasuk Rencana Jangka Panjang Teknologi Informasi (RJPTI) dan Tata Kelola Teknologi Informasi (TKTI) dalam rangka mendorong akuntabilitas pengelolaan Perseroan.

Dengan mandat yang dimiliki, Perseroan menyelenggarakan Asuransi Sosial dengan sumber pendapatan sebagai berikut:
1. Sektor Iuran Wajib (IW) atas penumpang berbagai moda transportasi (Kendaraan Bermotor Umum, Kapal Laut, Kereta Api dan Pesawat Udara) sesuai Undang-Undang No. 33 Tahun 1964;
2. Sektor Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sesuai Undang-Undang No. 34 Tahun 1964;
3. Pengelolaan investasi melalui imbal hasil *non-inflatoir*.

7. The seventh basic orientation is to increase the Company's role in developing the insurance ecosystem through optimization of big data analytics and channel distribution.

As a company engaged in Road Traffic Accident and Public Passengers Insurance, the Company participates in road safety actions which are embodied in 5 (five) pillars, namely Road Safety Management, Safer Roads and Mobility, Safer Vehicles, Safer Road Users, and Post-Crash Response.

In Post-Crash Response, the Company is committed to continuing to improve the quality of services by accelerating the compensation settlement and minimizing the level of public complaints. This is performed by bringing services closer to the public through digital utilization, expanding the coverage of proactive measures towards injured victims through mobile services, optimizing collaboration with hospitals, and conducting information technology-based compensation administration processes, and increasing in-depth understanding in PRIME Service implementation.

In providing services, the Company implements service quality standards that apply equally from sub-urban to urban areas in order to realize the establishment of a unitary state framework and equitable law enforcement in all lines of community, thereby the quality of life of people who have been experiencing accidents on public transportation and road traffic, may be recovered as before the accident in accordance with the principle of indemnity.

In supporting optimal services and accountable business processes, the Company emphasizes on the importance of improving the quality of Human Resources (HR) competencies, which are realized through the Integrated HR system/Human Capital Management system. In addition, the Company also implements corporate strategies as outlined in the blueprint of the Company's Long Term Plan (RJPP), including the Information Technology Long Term Plan (RJPTI) and Information Technology Governance (TKTI) to encourage the Company's management accountability.

With its mandate, the Company provides Social Insurance with the following sources of income:
1. Compulsory Premium (IW) Sector for passengers in various modes of transportation (Public Motor Vehicles, Ships, Trains, and Aircraft) in accordance with Law No.33 of 1964;
2. Compulsory Contribution for Road Traffic Accident Funds (SWDKLLJ) sector in accordance with Law No. 34 of 1964;
3. Investment management through non-inflatoir returns.

Dalam rangka meningkatkan penerimaan premi Iuran Wajib dan SWDKLLJ, Perseroan terus mengupayakan sinergi secara intensif dengan BUMN sektor perhubungan, menjalin hubungan yang harmonis dengan mitra kerja, baik dengan pihak Kementerian Perhubungan, Kepolisian, Organda, dan Dispenda untuk memperoleh data kendaraan bermotor dan jumlah penumpang yang lebih akurat.

In order to increase revenue from Compulsory Premium and SWDKLLJ, the Company strives to create an intensive synergy with state-owned transportation sector, establish harmonious relations with business partners, namely with the Ministry of Transportation, Police, Organization of Local Public Transportations (Organda), and Local Revenue Office (Dispenda) to obtain motor vehicles data and the number of passengers more accurately.

Selain pendapatan dari Iuran Wajib dan SWDKLLJ, untuk dapat menciptakan potensi keuntungan sesuai amanat pemegang saham terkait pengelolaan usaha, Perseroan mengembangkan investasi atas pendapatan dari Undang-Undang No. 33 Tahun 1964 maupun SWDKLLJ sesuai Undang-Undang No. 34 Tahun 1964. Penempatan instrumen investasi yang dilakukan Perseroan di pasar modal dilakukan secara *prudent* dengan tetap memperhatikan momentum dan kondisi pasar keuangan, hasil analisis, rekomendasi Komite Investasi serta narasumber yang profesional dan kompeten di bidang investasi yang disusun serta dievaluasi dalam strategi investasi.

In addition to revenue from Compulsory Premium and SWDKLLJ, to be able to create potential profit in accordance with the mandate of shareholders related to business management, the Company develops investment on revenue from Law no. 33 of 1964 and SWDKLLJ according to Law no. 34 of 1964. The placement of investment instruments by the Company in the capital market is conducted prudently by taking into account the momentum and financial market conditions, analysis results, recommendations from the Investment Committee as well as from professional and competent resource persons in the investment sector which are prepared and evaluated in the investment strategy.

Seperti yang telah dijelaskan sebelumnya, pandemi COVID-19 berdampak luar biasa terhadap kehidupan sosial. Pemerintah Indonesia harus mengambil langkah pembatasan fisik dan pembatasan sosial untuk dapat mengendalikan penyebaran COVID-19. Di sisi lain, Pemerintah Indonesia pun menyadari, kebijakan pembatasan tersebut akan menciptakan anomali perekonomian, terutama karena seluruh bentuk kegiatan dibatasi, termasuk perkantoran maupun arus perpindahan barang dan manusia dari satu tempat ke tempat lain.

As previously explained, the COVID-19 pandemic has had a tremendous impact on social life. The Indonesian government must implement physical and social restrictions to control the spread of COVID-19. On the other hand, the Government of Indonesia is aware that the restriction policy will create an economic anomaly, especially since all activities, including offices and the traffic of goods and people from one place to another, are restricted.

Hal ini kemudian berdampak langsung terhadap industri transportasi nasional, baik darat, laut maupun udara. Sebagaimana telah digambarkan di atas, data BPS menyebutkan bahwa sektor lapangan usaha transportasi dan pergudangan merupakan sektor yang paling terdampak atas adanya kebijakan pembatasan fisik dan pembatasan sosial akibat pandemi COVID-19. Hal ini tentu memiliki imbas terhadap kinerja maskapai penerbangan, kinerja kereta api dan bus sebagai transportasi darat, maupun kegiatan arus barang dan arus penumpang melalui kapal laut.

This has a direct impact on the national transportation industry, including land, sea, and air tranportation. As described above, BPS-Statistics Indonesia data states that the transportation and warehousing business sector are the sectors which most affected by the policy of physical and social restrictions due to the COVID-19 pandemic. This certainly has an impact on the performance of airlines as well as trains and buses as land transportation. This also impacted the activities of the flow of goods and passengers through ships.

Dengan kondisi yang demikian penuh tantangan, pendapatan Premi Perseroan dari Iuran Wajib mengalami penurunan hingga 45,30%, dari Rp563,76 miliar di tahun 2019 menjadi Rp308,40 miliar di tahun 2020. Secara persentase, sektor Iuran Wajib Kereta Api (IWKA) merupakan yang paling besar mengalami penurunan, dengan penurunan sebesar 66,59% atau setara dengan Rp8,29 miliar, dari Rp12,44 miliar di tahun 2019 menjadi Rp4,16 miliar di tahun 2020. Secara nilai, sektor Iuran Wajib Pesawat Udara (IWPU) mengalami penurunan yang cukup signifikan, dengan penurunan sebesar Rp191,16 miliar atau 52,67%, dari Rp362,96 miliar di tahun 2019 menjadi Rp171,79 miliar di tahun 2020. Berdasarkan data Direktorat Jenderal Perhubungan Udara,

With such challenging conditions, the Company's Premium income from Compulsory Premium decreased by 45.30%, from IDR563.76 billion in 2019 to IDR308.40 billion in 2020. In terms of percentage, the Compulsory Premium of Train Passenger (IWKA) sector experienced the largest decline, with a decrease of 66.59% or equivalent to IDR8.29 billion, from IDR12.44 billion in 2019 to IDR4.16 billion in 2020. In terms of value, the Compulsory Premium of Aviation (IWPU) sector experienced a significant decrease, with a decrease of IDR191.16 billion or 52.67%, from IDR362.96 billion in 2019 to IDR171.79 billion in 2020. Based on data from the Directorate General of Civil Aviation, Ministry of Transportation, as well as the results of data integration with

Kementerian Perhubungan, serta hasil integrasi data dengan Angkasa Pura 1 dan Angkasa Pura 2, di sepanjang tahun 2020 terjadi penurunan jumlah penumpang angkutan udara domestik rata-rata 51,10%. Sedangkan pendapatan Iuran Wajib dari sektor Iuran Wajib Kendaraan Bermotor Umum (IWKBU) dan Iuran Wajib Kapal Laut (IWKL) masing-masing mengalami penurunan 22,21% dan 38,88% dibandingkan tahun sebelumnya.

Pendapatan dari Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sesuai Undang-Undang No. 34 Tahun 1964 juga mengalami penurunan 6,34% atau setara dengan Rp263,06 miliar, dari Rp4,15 triliun di tahun 2019 menjadi Rp3,88 triliun di tahun 2020. Penurunan ini tak lepas dari jumlah kendaraan bermotor yang melakukan pengesahan sesuai Undang-Undang No. 34 Tahun 1964 yang mengalami penurunan 7,00%, dari 70,83 juta unit di tahun 2019 menjadi 65,87 juta unit di tahun 2020. Baik aktivitas kendaraan bermotor berupa Daftar Baru (DB) maupun pelunasan SWDKLLJ mengalami penurunan dibandingkan tahun sebelumnya. Data Gabungan Industri Kendaraan Bermotor Indonesia (GAIKINDO) serta Asosiasi Industri Sepeda Motor Indonesia (AISI) menyebutkan adanya penurunan signifikan dari penjualan kendaraan bermotor roda 2 dan roda 4 di sepanjang tahun 2020, yang kemudian berimbas pada penurunan aktivitas Daftar Baru (DB) serta pelunasan SWDKLLJ kendaraan bermotor.

Selain Iuran Wajib (IW) dan SWDKLLJ, Perseroan juga melakukan upaya pengembangan investasi berupa efek-efek, baik efek saham yang tercatat dalam nilai wajar melalui laporan laba rugi; efek berupa aset keuangan yang tersedia untuk dijual meliputi Reksadana, Obligasi, Saham, *Medium Term Notes* (MTN), Dana Investasi Infrastruktur, Efek Beragun Aset (EBA); maupun efek yang dimiliki hingga jatuh tempo berupa Obligasi dan *Medium Term Notes*. Secara komposisi, penempatan pada instrumen Obligasi merupakan yang terbesar, mencapai 39,08% dari keseluruhan portofolio investasi Perseroan, sedangkan yang terkecil adalah penyertaan langsung dengan komposisi sebesar 0,07%. Di tahun 2020, pendapatan investasi mengalami penurunan 5,92% atau setara dengan Rp61,47 miliar, dari Rp1,04 triliun di tahun 2019 menjadi Rp976,17 miliar di tahun 2020. Pandemi COVID-19 turut berdampak terhadap iklim investasi nasional, yang tercermin dari lesunya pasar modal di seluruh dunia termasuk Indonesia.

Dengan kinerja sebagaimana disampaikan di atas, Perseroan mencatat pendapatan di tahun 2020 sebesar Rp6,28 triliun, turun 10,21% atau setara dengan Rp714,59 miliar dibandingkan tahun 2019 sebesar Rp6,99 triliun. Di sisi lain, Perseroan mampu membukukan laba bersih tahun berjalan tahun 2020 sebesar Rp1,51 triliun, mengalami penurunan 3,21% dibandingkan tahun 2019 sebesar Rp1,56 triliun. Minimnya penurunan laba ini tak lepas dari keberhasilan Perseroan dalam melakukan efisiensi beban-beban, baik beban klaim dan manfaat, beban akuisisi dan komisi, maupun beban umum dan administrasi. Di tahun 2020

Angkasa Pura 1 and Angkasa Pura 2, throughout 2020, there was a decrease in the number of domestic air transportation passengers by an average of 51.10%. Meanwhile, the income from the Compulsory Premium of Public Motor Transportation (IWKBU) and Marine Transport Compulsory Premiums (IWKL) decreased by 22.21% and 38.88% respectively when compared to the previous year.

Revenue from the Compulsory Contribution for Road Traffic Accidents Funds (SWDKLLJ), which is in accordance with Law no. 34 of 1964, also experienced a decrease of 6.34% or equivalent to IDR263.06 billion, from IDR4.15 trillion in 2019 to IDR3.88 trillion in 2020. This decline was due to the number of motorized vehicles which were ratified according to Law No. 34 of 1964 which decreased by 7.00%, from 70.83 million units in 2019 to 65.87 million units in 2020. Both motor vehicle activities in the form of Vehicles New Registration (DB) and SWDKLLJ payments decreased compared to the previous year. Data from the Association of Indonesian Automotive Industries (GAIKINDO) and the Indonesian Motorcycle Industry Association (AISI) stated that there was a significant decline in sales of 2-wheeled and 4-wheeled motorized vehicles throughout 2020, which in turn resulted in a decrease in DB and settlement of SWDKLLJ for motorized vehicle.

In addition to the Compulsory Premium (IW) and SWDKLLJ, the Company also made efforts to develop investments in the form of (1) securities which are listed at fair value through profit or loss, (2) securities in the form of financial assets available for sale which includes Mutual Funds, Bonds, Shares, Medium Term Notes (MTN), Infrastructure Investment Funds, and Asset Backed Securities (EBA) and (3) securities held-to-maturity in the form of bonds and medium term notes. In composition, placements in Bonds were the largest, reaching 39.08% of the Company's total investment portfolio, while the smallest was Direct Participation with a composition of 0.07%. In 2020, investment income decreased by 5.92%, or equivalent to a decrease of IDR61.47 billion, from IDR1.04 trillion in 2019 to IDR976.17 billion in 2020. The COVID-19 pandemic also has an impact on the national investment climate, which is reflected in the sluggish capital market around the world, including Indonesia.

With the performance as stated above, the Company recorded revenue in 2020 of IDR6.28 trillion, or a decrease of 10.21% or equivalent to IDR714.59 billion when compared to the 2019 figure of IDR6.99 trillion. On the other hand, the Company was able to record a net profit for the year 2020 of IDR1.51 trillion, or a decrease of 3.21% compared to 2019 of IDR1.56 trillion. The minimal decline in profit is inseparable from the Company's success in conducting efficient expenses, including claim and benefits expenses, acquisition costs and commission expenses, as well as general and administrative expenses. In 2020 the Company was

Perseroan mampu menekan beban-beban hingga 12,99%, lebih tinggi dibandingkan penurunan pendapatan. Kebijakan efisiensi ini tentu harus dilakukan dalam rangka terus menciptakan nilai tambah dalam pengelolaan operasi dan bisnis Perseroan.

Poin penting lainnya yang patut disampaikan dalam laporan ini adalah amanat Pemerintah Indonesia kepada Perseroan dalam penyerahan santunan kepada korban. Dalam upaya mempercepat proses penyerahan santunan, Perseroan terus menerus melakukan proses perbaikan target penyelesaian santunan melalui penerapan prinsip "5T" (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu dan Tepat Tempat) sejak tanggal kecelakaan hingga dilakukannya penyerahan santunan. Di sepanjang tahun 2020, Perseroan merealisasikan penyerahan santunan sebesar Rp2,33 triliun, mengalami penurunan 13,41% atau setara dengan Rp361,43 miliar dari realisasi tahun 2019 sebesar Rp2,69 triliun. Dari total sebesar Rp2,33 triliun di tahun 2020, penyerahan santuan tersebut diberikan kepada 107.497 orang.

Demikian pula dengan kecepatan penyelesaian santunan. Baik indikator rata-rata kecepatan penyelesaian sejak tanggal kecelakaan meninggal dunia dan meninggal dunia + luka-luka terjamin; indikator persentase penyelesaian sejak tanggal kecelakaan meninggal dunia dan meninggal dunia+luka-luka terjamin; indikator rata-rata kecepatan penyelesaian sejak pengajuan berkas lengkap; serta indikator persentase penyelesaian sejak pengajuan berkas lengkap; seluruhnya mencatat peningkatan kecepatan penyelesaian santunan dibandingkan tahun sebelumnya.

Untuk posisi keuangan Perseroan tahun 2020 ditutup dengan keseimbangan Total Aset dengan Liabilitas dan Ekuitas sebesar Rp17,31 triliun, mengalami pertumbuhan sebesar 2,26% dibandingkan dengan posisi akhir tahun 2019 sebesar Rp16,93 triliun. Kenaikan Total Aset terutama dipengaruhi oleh portofolio investasi pada efek-efek, serta kas dan kas pada bank. Sedangkan kenaikan pada Liabilitas dipengaruhi oleh cadangan atas premi yang belum merupakan pendapatan.

PENCAPAIAN REALISASI TERHADAP TARGET TAHUN 2020

Rencana kerja dan target kinerja Perseroan tertuang dalam dokumen Rencana Kerja dan Anggaran Perusahaan (RKAP). Untuk RKAP tahun 2020, Perseroan melakukan revisi pada semester II-2020 dalam rangka penyesuaian akibat pandemi COVID-19 dan berbagai perkembangan yang terjadi pada industri asuransi nasional. Revisi RKAP tahun 2020 tersebut disusun berdasarkan Surat Kementerian BUMN No. S-46/Wk2.MBU/06/2020 tanggal 4 Juni 2020 perihal Perubahan RKAP 2020 BUMN Binaan Wakil Menteri BUMN II, dan Surat PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 tanggal 25 Juni 2020 perihal Perubahan RKAP 2020 Anak Perusahaan PT

able to reduce expenses up to 12.99%, which was higher than the decline in revenue. This efficiency policy must be carried out in order to continue creating added value in the management of the Company's operations and business.

Another important point that should be conveyed in this report is the mandate of the Government of Indonesia to the Company in the disbursement of compensation to victims. In an effort to accelerate the process of disbursement of compensation, the Company continues to improve the target of compensation settlement through the implementation of the "5T" principle (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu dan Tepat Tempat/Right information, Right guarantee, Right subject, Right time and Right place) from the date of the accident until the disbursement of compensation. Throughout 2020, the Company realized the disbursement of compensation amounting to IDR2.33 trillion, or a decrease of 13.41% or equivalent to a decrease of IDR361.43 billion from the realization in 2019 of IDR2.69 trillion. From a total of IDR2.33 trillion in 2020, the compensation was disbursed to 107,497 people.

The same goes with the speed of compensation settlement. The indicators of the average speed of settlement since the date of the accident that causes death & death injuries, percentage indicator of settlement since the date of the accident that causes death & death injuries, the indicator of the average speed of settlement since the date of complete document submission, as well as the percentage indicator of settlement since the date of complete document submission, all have recorded an increase in the speed of compensation settlement compared to the previous year.

The Company's financial position in 2020 was closed with a balance of Total Assets with Liabilities and Equity of IDR17.31 trillion, or a growth of 2.26% when compared to the position at the end of 2019 of IDR16.93 trillion. The increase in Total Assets was mainly influenced by the investment portfolio in securities, as well as cash and cash in banks. Meanwhile, the increase in Liabilities was influenced by Unearned Premium Reserve.

ACHIEVEMENT OF REALIZATION OF 2020 TARGET

The Company's work plan and performance targets are contained in the Company's Work Plan and Budget (RKAP) document. For the 2020 RKAP, the Company made a revision in semester II of 2020 in order to adjust to the COVID-19 pandemic and various developments which occurred in the national insurance industry. The 2020 RKAP revision was prepared based on the SOE Ministry Letter No. S-46/Wk2.MBU/06/2020 dated June 4, 2020, regarding the Amendment to the 2020 RKAP of SOEs assisted by the Deputy Minister of SOEs II, and Letter of PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 dated June 25, 2020, regarding the Amendment to the 2020 RKAP of the

Bahana Pembinaan Usaha Indonesia (Persero).

- Pencapaian Target Penerimaan Iuran luran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)

  Dengan pertimbangan kondisi sektor transportasi yang terdampak cukup besar atas pandemi COVID-19 hingga pertengahan tahun 2020, Perseroan melakukan revisi target tahun 2020. Berdasarkan Revisi RKAP tahun 2020, seluruh target penerimaan baik IW maupun SW berada di atas target. Total penerimaan IW mencapai 129,02%, sedangkan penerimaan SWDKLLJ mencapai 110,02% terhadap target Revisi RKAP tahun 2020. Hal ini menunjukkan bahwa Perseroan telah dengan tepat mempertimbangkan rumusan target Revisi RKAP tahun 2020 sesuai dengan pemetaan potensi risiko hingga akhir tahun 2020.

- Pencapaian Target Penyerahan Santunan bagi Korban Kecelakaan

  Pada target penyerahan santunan, rata-rata kecepatan penyelesaian santunan sejak kecelakaan yang ditargetkan 3 hari dapat direalisasikan hanya dalam 1 hari 14 jam, sedangkan dari saat pengajuan santunan (berkas lengkap) yang ditargetkan 1 jam dapat direalisasikan rata-rata 19 menit 49 detik. Pemenuhan target penyerahan santunan bagi korban kecelakaan merupakan komitmen Perseroan untuk dapat melaksanakan amanat yang diberikan.

- Pencapaian Target Keuangan

  Dengan Revisi RKAP tahun 2020 di mana target operasi dan bisnis melalui penerimaan IW dan SWDKLLJ seluruhnya tercapai di atas 100%, hal tersebut berdampak positif terhadap target laba rugi yang tertuang dalam Revisi RKAP tahun 2020. Pendapatan premi bruto terealisir sebesar 110,00% terhadap target Revisi RKAP tahun 2020. Di samping itu, strategi efisiensi yang dilakukan Perseroan memberikan hal positif, di mana realisasi jumlah beban yang berada di bawah target menciptakan peluang bagi laba Perseroan untuk mencapai target Revisi RKAP tahun 2020 dengan cukup baik.

  Pada posisi keuangan, realisasi keseimbangan jumlah aset dan jumlah liabilitas dan ekuitas mampu tercapai 121,07% terhadap target Revisi RKAP tahun 2020. Pencapaian aset terutama didorong oleh instrumen investasi deposito wajib dan berjangka serta saldo aset reasuransi yang mencatat pencapaian nominal yang cukup tinggi dibandingkan target. Pencapaian liabilitas sebesar 113,09% terutama didorong oleh liabilitas premi atau Cadangan atas Premi yang Belum Merupakan Pendapatan (CAPYBMP) dengan pencapaian nominal yang cukup tinggi. Sedangkan pada ekuitas, baik saldo laba yang telah maupun yang belum ditentukan penggunaannya tercatat di atas target Revisi RKAP tahun 2020.

Subsidiary PT Bahana Pembinaan Usaha Indonesia (Persero).

- Achievement of the Target of Compulsory Premium (IW) and Compulsory Contribution for Road Traffic Accidents Funds (SWDKLLJ)

  Considering the condition of the transportation sector which was significantly affected by the COVID-19 pandemic until mid-2020, the Company revised the 2020 target. Based on the 2020 RKAP revision, the revenue achievement for both IW and SW were above the targets. Based on the 2020 RKAP Revision target, total IW revenue reached 129.02%, while SWDKLLJ revenue reached 110.02%. This shows that the Company has correctly considered the 2020 RKAP Revision target formulation in accordance with the mapping of potential risks until the end of 2020.

- Achievement of the Target of Disbursement of Compensation for Accident Victims

  On the target of disbursement of compensation, the average speed of compensation settlement since the accident, which was targeted at 3 days, can be realized in only 1 day and 14 hours. Meanwhile, the average speed of compensation settlement since the time of filing the compensation (complete file) which is targeted for 1 hour, can be realized an average of 19 minutes 49 seconds. Fulfilling the target of disbursement of compensation for accident victims is the Company's commitment to be able to perform the mandate given.

- Achievement of Financial Target

  With the 2020 RKAP Revision, in which the operational and business targets through IW and SWDKLLJ revenue are all achieved above 100%, this has a positive impact on the profit and loss target as stated in the 2020 RKAP Revision. Gross premium income is realized by 110.00% of the target in the 2020 RKAP Revision. In addition, the efficiency strategy conducted by the Company provides positive impacts, in which the realization of the number of expenses that is below the target creates opportunities for the Company's profit to achieve the target of the 2020 RKAP Revision quite well.

  In the financial position, the realization of the balance of total assets and total liabilities and equity was able to achieve 121.07% of the 2020 RKAP Revision target. Asset achievement was mainly driven by Statutory and time deposit investment instruments as well as reinsurance assets balance which recorded a relatively high nominal achievement compared to the target. The achievement of liabilities of 113.09% was mainly driven by premium liabilities or unearned premium reserves (CAPYBMP) with a relatively high nominal achievement. While in terms of equity, both the Appropriated and Unappropriated retained earnings are recorded above the 2020 RKAP Revision target.

KENDALA, TANTANGAN, DAN PENYELESAIANNYA

Pandemi COVID-19 yang berdampak besar terhadap sektor transportasi serta penjualan kendaraan bermotor memberikan kendala dan tantangan tersendiri bagi penerimaan IW dan SWDKLLJ sebagai pendapatan terbesar Perseroan. Beberapa kendala dan tantangan yang dapat digambarkan adalah sebagai berikut:

- Jumlah Kendaraan Daftar Ulang (DU) dan aktivitas jumlah kendaraan angkutan yang beroperasi mengalami penurunan. Demikian pula jumlah penumpang kereta api, penumpang kapal laut, dan jumlah penumpang pesawat yang mengalami penurunan berdampak terhadap penerimaan Iuran Wajib (IW);
- Penurunan kendaraan Daftar Ulang (DU) dan Daftar Baru (DB) tidak lepas dari penurunan signifikan penjualan kendaraan bermotor tahun 2020, yang berimbas pada jumlah unit Kendaraan Bermotor yang lunas SWDKLLJ. Hal ini kemudian berdampak terhadap penerimaan Perseroan dari SWDKLLJ;
- Selain itu, terdapat pelaksanaan program pemutihan dan pembebasan denda dalam periode COVID-19 yang dilaksanakan oleh beberapa Pemerintah Provinsi dalam rangka meningkatkan animo masyarakat untuk melunasi pajak kendaraan dan SWDKLLJ. Hal ini tentunya berdampak terhadap penurunan nilai denda keterlambatan pelunasan SWDKLLJ yang diterima Perseroan;
- Kondisi pasar modal yang kurang menggairahkan di tahun 2020 memberikan dampak terhadap pengelolaan dan pendapatan investasi Perseroan.

Dengan kondisi yang cukup menantang, sebagaimana telah dijelaskan sebelumnya, manajemen melakukan *stress test* hingga akhirnya melakukan penyesuaian target melalui Revisi RKAP tahun 2020. Penyesuaian target ini bukan sekedar berbicara tentang angka-angka, namun bagaimana manajemen berupaya menuangkan pemetaan potensi risiko dan *Business Continuity Plan* (BCP) dalam rangka menjaga kelangsungan usaha Perseroan. Berbagai potensi risiko yang mungkin akan terjadi hingga akhir tahun 2020 dapat diantisipasi melalui rumusan kebijakan yang tepat, seperti strategi efisiensi beban-beban serta pengelolaan investasi pada instrumen yang memiliki risiko yang rendah.

PROSPEK DAN PROYEKSI KINERJA TAHUN 2021

Pada RKAP tahun 2021 yang telah disahkan melalui Rapat Umum Pemegang Saham (RUPS) tanggal 29 Januari 2021, Manajemen memproyeksikan tahun 2021 secara optimisme, meskipun terdapat pertimbangan-pertimbangan tertentu dengan bercermin pada pandemi COVID-19 yang masih akan berdampak pada beberapa waktu ke depan. Optimisme ini sejalan dengan prospek

OBSTACLES, CHALLENGES, AND SOLUTIONS

The COVID-19 pandemic, which had a major impact on the transportation sector and motor vehicle sales, presented its own obstacles and challenges for the revenue from IW and SWDKLLJ as the Company's largest source of revenue. Some of the obstacles and challenges which can be described are as follows:

- The number of Re-Registration vehicles (DU) and the number of operating public transportation have decreased. Likewise, the declining number of train passengers, ship passengers, and airplane passengers had an impact on the revenue of the Compulsory Premium (IW);
- The decline in Re-Registration (DU) and New Registration (DB) vehicles was closely related to the significant decline in motor vehicle sales in 2020, which has an impact on the number of motorized vehicles which have paidSWDKLLJ. Further, this has impacted on the Company's revenue from SWDKLLJ;
- In addition, there is an implementation of a write off program and exemption from fines during the COVID-19 period which was conducted by several Provincial Governments in order to increase public interest in paying off vehicle taxes and SWDKLLJ. This certainly has an impact on the decrease in the fine value of the penalty for late payment of SWDKLLJ received by the Company;
- The less exciting capital market conditions in 2020 also had an impact on the management and investment income of the Company.

With such quite challenging conditions, as previously explained, the management conducted stress tests and finally adjusted the target through the 2020 RKAP Revision. This target adjustment is not only concerning about figures, but also how the management strives to map potential risks and a Business Continuity Plan (BCP) in order to maintain the sustainability of the Company's business. Various potential risks which may occur until the end of 2020 can be anticipated through the formulation of appropriate policies, such as cost efficiency strategy and investment management in instruments that have low risk.

PROSPECTS AND PROJECTED PERFORMANCE IN 2021

In the 2021 RKAP, which was ratified through the General Meeting of Shareholders (GMS) on January 29, 2021, the Management projected year 2021 with optimism, although there were certain considerations reflecting on the COVID-19 pandemic which will still have an impact in the future. This optimism is in line with the prospect of economic growth in 2021 which is relatively

pertumbuhan ekonomi tahun 2021 yang relatif lebih baik bila dibandingkan tahun 2020. Sentimen positif dari vaksin COVID-19 memberikan solusi dan eskpektasi bagi pelaku di berbagai industri untuk menggerakkan roda perekonomian lebih menggeliat.

Tahun 2021 merupakan tahun pertama di mana Perseroan menyusun rencana kerja sejak terbentuknya *Holding* Perasuransian dan Penjaminan atau Indonesia Financial Group (IFG). Asumsi indikator ekonomi makro dan mikro menjadi dasar pijakan pertama dalam menyusun RKAP, dengan referensi berikutnya adalah menyelaraskan strategi dan kebijakan serta berpegangan pada arahan Pemegang Saham. Dalam struktur *Holding* IFG, Perseroan merupakan motor penggerak kinerja keuangan *holding*, terutama dalam berkontribusi laba lebih besar dibanding anggota *holding* lainnya. Walaupun demikian Perseroan tetap melakukan *continous improvement* dalam pelayanan santunan yang merupakan keunggulan kompetitif Perseroan dibandingkan perusahaan asuransi lainnya.

Konsolidasi dan sinergi menjadi marwah dalam penyusunan prospek dan proyeksi tahun 2021 seperti penggunaan infrasturuktur secara bersama-sama, pelaksanaan kegiatan *shared services* dan sinergi produk, membangun kapasitas digital dan optimalisasi penggunaan infrastuktur teknologi informasi dalam tataran *Holding*. Berbagai program kerja disusun agar mampu mencapai target korporasi, kinerja keuangan yang memuaskan dan tingkat kesehatan keuangan yang kuat serta memiliki *strong brand perception*. Dalam upaya meningkatkan profitabilitas, Perseroan juga tidak pernah berhenti untuk terus melakukan optimalisasi pendapatan SWDKLLJ dan IW, efisiensi biaya usaha, *create* dan *balancing* portofolio investasi dan penguatan manajemen risiko yang didukung oleh fungsi sistem pengendalian intern sebagai bagian dari *third lines defense*.

Dalam penyusunan RKAP tahun 2021 tersebut, manajemen menggunakan beberapa asumsi mikro seperti kendaraan daftar ulang akan bertumbuh sebesar 6,73%, kendaraan daftar baru meningkat 50,00%, serta penumpang angkutan darat, pesawat, kereta api, dan kapal laut/penyeberangan diharapkan tumbuh masing-masing 42,20%, 50,00%, 40,29%, dan 49,36% dari tahun 2020. Dengan proyeksi pertumbuhan tersebut, penerimaan pendapatan dari IW dan SWDKLLJ tahun 2021 diproyeksikan mampu meningkat 4,74% dari realisasi tahun 2020.

Dengan optimisme pertumbuhan penerimaan IW dan SWDKLLJ tahun 2021 yang diimbangi dengan situasi pasar yang dinamis serta pandemi COVID-19 yang berjalan, Perseroan memproyeksikan pendapatan premi bruto dan pendapatan premi reasuransi mampu tumbuh masing-masing 9,98% dan 10,10% dibandingkan realisasi tahun 2020. Pertumbuhan pendapatan ini juga dibarengi dengan konsolidasi pendapatan dari entitas anak, PT Jasaraharja

better when compared to 2020. The positive sentiment from the COVID-19 vaccine provides solutions and expectations for doers in various industries to move the wheels of the economy more vigorously.

The year 2021 is the first year in which the Company prepares a work plan since the establishment of the Insurance and Guarantee Holding or Indonesia Financial Group (IFG). The assumption of macro and micro-economic indicators becomes the first step in preparing Company's Work Plan and Budget, with the next reference is being to align strategies and policies as well as adhere to the guidance of the Shareholders. In the IFG Holding structure, the Company is the driving force behind the holding's financial performance, especially in contributing to higher profits than other holding members. Nevertheless, the Company continues to perform continuous improvements in compensation services which are the Company's competitive advantage compared to other insurance companies.

Consolidation and synergies, such as joint use of infrastructure, implementation of shared services and product synergies, building digital capacity, and optimizing the use of information technology infrastructure at the holding level, are the hallmarks of the preparation of prospects and projections for 2021. Various work programs are prepared to be able to achieve corporate targets, satisfactory financial performance, a strong level of financial soundness, and strong brand perception. In regards to an effort to increase profitability, the Company continuously optimizing SWDKLLJ and IW revenues, operating cost efficiency, creating and balancing investment portfolios, and strengthening risk management supported by the internal control system function as part of third lines of defense.

In the preparation of the Company's Work Plan and Budget 2021, the management applied several micro assumptions such as the number of re-registration vehicles will grow by 6.73%, the number of new registration vehicles will increase by 50.00%, as well as passengers on land, plane, train, and sea/crossing transportation are expected to grow respectively by 42.20%, 50.00%, 40.29%, and 49.36%. With this growth projection, revenue from IW and SWDKLLJ in 2021 is projected to increase by 4.74% when compared to the realization in 2020.

With the optimism of IW and SWDKLLJ revenue growth in 2021 which is balanced with the dynamic market situation as well as the ongoing COVID-19 pandemic, the Company has projected that gross premium income and reinsurance premium income will be able to grow by 9.98% and 10.10% respectively when compared to the realization in 2020. This revenue growth is also accompanied by the consolidation of revenue from its subsidiary,

Putera yang berfokus bisnis pada asuransi kendaraan bermotor, asuransi *surety*, sebagai *lead* konsorsium di Kementerian PUPR dan penjaminan *liability* untuk daerah wisata serta beberapa produk asuransi umum lainnya. Di sisi lain, pendapatan investasi diproyeksikan akan mengalami penurunan yang terutama disebabkan situasi pasar modal yang masih akan menunjukkan ketidakpastian di tahun 2021. Dengan jumlah beban yang diproyeksikan turut mengalami kenaikan, laba bersih tahun berjalan serta laba komprehensif tahun berjalan tahun 2021 diproyeksikan mengalami penurunan dibandingkan realisasi tahun 2020.

Pada posisi keuangan, keseimbangan jumlah aset dan jumlah liabilitas dan ekuitas diproyeksikan mengalami sedikit penurunan dibandingkan realisasi tahun 2020. Pada aset, penurunan terutama disebabkan penurunan instrumen investasi deposito wajib dan berjangka serta saldo aset reasuransi. Pada liabilitas, proyeksi penurunan terjadi terutama pada utang pajak. Sedangkan pada ekuitas, saldo laba yang belum ditentukan penggunaannya atau laba ditahan diproyeksikan akan mengalami penurunan.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Salah satu agenda besar dalam penguatan organisasi Perseroan di tahun 2020 adalah penerapan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG), khususnya dengan perubahan struktur kepemilikan dari sebelumnya Pemerintah Indonesia memiliki saham Perseroan 100% secara langsung, menjadi kepemilikan langsung sebesar 0,01% melalui saham Seri A Dwiwarna dan kepemilikan tidak langsung sebesar 99,99% melalui *holding* BUMN bidang perasuransian dan penjaminan PT Bahana Pembinaan Usaha Indonesia (Persero). Meskipun tidak berdampak signifikan pada kegiatan operasi dan bisnis Perseroan, perubahan kepemilikan ini tentunya membutuhkan beberapa penyesuaian sesuai dengan semangat pembentukan *holding* oleh Kementerian BUMN.

Secara umum, penerapan prinsip GCG di lingkup Perseroan, khususnya dengan kepemilikan mandat atas pengelolaan Iuran Wajib (IU) sesuai Undang-Undang No. 33 Tahun 1964 serta pengelolaan SWDKLLJ sesuai Undang-Undang No. 34 Tahun 1964, tentunya mewajibkan Perseroan untuk memenuhi seluruh kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Penerapan prinsip GCG ini terutama didasarkan pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran.

Manajemen telah mengupayakan untuk melaksanakan seluruh prinsip GCG yang dituangkan dalam skema organisasi dan perangkat kebijakan, maupun berbagai program dan kegiatan. Pada perangkat kebijakan, Direksi bersama-sama dengan Dewan Komisaris menyusun berbagai pedoman dan peraturan yang dapat memberikan batasan tanggung jawab pada setiap organ

PT Jasaraharja Putera, which focuses on motor vehicle insurance, surety insurance, its position as the lead consortium at the Ministry of Public Works and Public Housing (PUPR), liability guarantor for tourist areas, and several other general insurance products. On the other hand, investment income is projected to decline mainly due to the capital market situation which will still show uncertainty in 2021. With total expenses projected to also increase, the net income for the year and comprehensive income for the year 2021 is projected to decrease compared to the realization in 2020.

In terms of financial position, the balance of total assets, total liabilities and equity is projected to experience a slight decline compared to the realization in 2020. In assets, the decline was mainly due to a decrease in statutory and time deposit investment instruments as well as the balance of reinsurance assets. In liabilities, the projected decline is mainly in taxes payables. Meanwhile, in equity, the unappropriated retained earnings are projected to decrease.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

One of the big agendas in strengthening the Company's organization in 2020 was the implementation of Good Corporate Governance (GCG), particularly with the change in ownership structure from previously the Government of Indonesia owning 100% of the Company's shares directly, to direct ownership of 0.01% through A Series Dwiwarna shares and 99.99% indirect ownership through a state-owned holding company in the insurance and guarantee sector, PT Bahana Pembinaan Usaha Indonesia (Persero). Although it does not have a significant impact on the Company's operations and business activities, this change in ownership certainly requires some adjustments in accordance with the spirit of establishing a holding by the Ministry of SOEs.

In general, the implementation of GCG principles in the Company, in particular with the ownership of the mandate for the management of the Compulsory Premium (IW) in accordance with Law no. 33 of 1964 and the management of SWDKLLJ in accordance with Law no. 34 of 1964, obviously requires the Company to comply with all prevailing laws and regulations. The implementation of GCG principles is mainly based on 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness.

The Company's management has strived to implement all GCG principles as outlined in organizational schemes and policy instruments, as well as various programs and activities. In regards to policy, the Board of Directors, together with the Board of Commissioners, formulate various guidelines and regulations which can set the limits on the responsibilities of

Perseroan. Batasan ini menjadi penting agar pola hubungan antar organ dapat terjalin dengan harmonis, dan mampu mendukung pencapaian visi dan misi yang telah ditetapkan. Selain itu, Perseroan juga menggelar Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham untuk menentukan beberapa kebijakan strategis terbatas bagi kelangsungan Perseroan. Terutama dengan perubahan struktur kepemilikan di tahun 2020, pelaksanaan RUPS tentunya membutuhkan beberapa penyesuaian agar dapat berjalan sesuai dengan kaidah, peraturan dan ketentuan yang berlaku.

Keberadaan berbagai organ pendukung seperti Sekretaris Perusahaan, Satuan Pengawasan Intern, dan fungsi Manajemen Risiko, ditopang oleh perangkat kebijakan sebagai proses dan mekanisme GCG yang diberlakukan di lingkup Perseroan. Secara periodik manajemen melakukan tinjauan dan kekinian atas perangkat kebijakan yang dimiliki, agar terus memiliki relevansinya baik terhadap perkembangan Perseroan maupun perkembangan regulasi yang diberlakukan di Indonesia.

Agar penerapan prinsip dan praktik GCG dapat mencapai tujuan akhirnya, yaitu menjadi bagian dari budaya, Perseroan memandang penting untuk melakukan sosialisasi GCG kepada seluruh insan Jasa Raharja. Di samping itu, evaluasi, pemantauan dan peningkatan penerapan GCG di lingkup Perseroan juga menjadi bagian penting dari pengembangan GCG secara keseluruhan agar penerapan GCG dapat mengalami peningkatan di setiap tahunnya.

Seperti halnya di tahun-tahun sebelumnya, Perseroan melakukan *assessment* atau penilaian penerapan GCG tahun 2020 yang didasarkan pada 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. Penilaian ini diharapkan mampu memberikan gambaran tentang tingkat penerapan GCG yang telah dilakukan Perseroan, dan hal-hal rekomendasi yang dapat menjadi evaluasi dan peningkatan penerapan GCG di masa depan. Hasil penilaian GCG yang dilakukan pada tahun 2020 menunjukkan skor 96,50 dengan predikat "Sangat Baik", mencatat kenaikan dari skor tahun sebelumnya sebesar 96,31 juga dengan predikat "Sangat Baik".

Salah satu penguatan penerapan GCG yang dilakukan Perseroan di tahun 2020 adalah perolehan Sertifikasi ISO 37001 : 2016 tentang Sistem Manajemen Anti Penyuapan (SMAP). Direksi bersama Dewan Komisaris dengan arahan Kementerian BUMN berkomitmen untuk memperkuat semangat anti suap dan anti gratifikasi di lingkup Perseroan, di mana sertifikasi ISO ini memberikan pendekatan sistemik yang terukur atas pendekatan anti suap dan anti gratifikasi. Berbagai inisiatif telah dilakukan, baik persiapan di tingkat Dewan Komisaris, audit internal dengan tujuan memastikan keefektifan penerapan SMAP dengan ruang lingkup

each of the Company's organ. This limitation is important so that the pattern of relationships between organs can be established harmoniously, and is able to support the achievement of the vision and mission that has been determined. In addition, the Company also holds a General Meeting of Shareholders (GMS) as a forum for shareholders to determine several limited strategic policies for the Company's sustainability. Particularly with the change in ownership structure in 2020, the implementation of the GMS requires some adjustments in order to be conducted in accordance with the prevailing rules, regulations and provisions.

The presence of various supporting organs such as the Corporate Secretary, Internal Audit Unit, and the Risk Management function, is supported by a set of policies as a GCG process and mechanism which is implemented within the Company. Management periodically reviews and updates the existing policy tools, in order to continue having the relevance both to the Company's development as well as the development of regulations enforced in Indonesia.

In enabling the implementation of GCG principles and practices to achieve its ultimate goal, which is to become part of the culture, the Company considers it is important to disseminate GCG to all Jasa Raharja personnel. In addition, evaluation, monitoring, and improvement of GCG implementation within the Company is also an important part of overall GCG development in order to improve GCG implementation every year.

As in previous years, the Company conducted an assessment of the implementation of GCG in 2020, which is based on a copy of the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. This assessment is expected to be able to provide an overview of the level of GCG implementation which has been carried out by the Company, and recommendations which can be used to evaluate and improve GCG implementation in the future. The results of the GCG assessment conducted in 2020 showed a score of 96.50 with the predicate "Very Good", which is an increase from the previous year's score of 96.31, also with the predicate "Very Good".

One of the efforts to strengthen GCG implementation by the Company in 2020 was the acquisition of ISO 37001:2016 Certification on Anti-Bribery Management System (SMAP). The Board of Directors, together with the Board of Commissioners, under the guidance of the Ministry of SOEs, are committed to strengthening the spirit of anti-bribery and anti-gratification within the Company, in which this ISO certification provides a measurable systemic approach to anti-bribery and anti-gratification approaches. Various initiatives have been carried out, from the preparations at the Board of Commissioners level with internal audits with the aim of ensuring the effectiveness

seluruh Unit Kerja Kantor Pusat, hingga sosialisasi dan pelatihan kepada berbagai unit terkait untuk dapat menerapkan SMAP ke dalam sistem dan kebijakan yang berlaku di lingkup Perseroan.

Secara khusus manajemen menekankan tentang integritas sebagai kunci utama penerapan prinsip dan praktik GCG, khususnya dari seluruh insan Jasa Raharja. Manajemen memiliki komitmen yang tinggi untuk terus membudayakan integritas sebagai bagian yang tak terpisahkan dari pengembangan kompetensi dan kapasitas SDM. Hanya dengan integritas, organisasi Perseroan akan dapat mencapai visinya dan menjalankan misinya dengan baik.

TANGGUNG JAWAB SOSIAL PERUSAHAAN DAN PEMBANGUNAN BERKELANJUTAN

Manajemen menyadari, kemajuan serta keberhasilan kinerja Perseroan tak lepas dari dampak ekonomi, sosial dan lingkungan yang timbul atas kegiatan yang dilakukan oleh Perseroan. Sebagai BUMN, Perseroan memiliki kewajiban untuk dapat menciptakan model bisnis dan rantai pasokan yang memperhitungkan dampak ekonomi, sosial dan lingkungan yang dapat timbul dari ekses kegiatan Perseroan. Untuk itu, Perseroan merumuskan Tanggung Jawab Sosial Perusahaan, atau *Corporate Social Responsibility* (CSR) sebagai agenda besar dalam mewujudkan pembangunan yang berkelanjutan.

Pelaksanaan CSR oleh Perseroan sesungguhnya menjadi sebuah kewajiban yang mengikat, yang diatur melalui peraturan dan perundang-undangan yang berlaku di Indonesia, yaitu Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas, serta berbagai peraturan dan perundang-undangan lainnya yang mengikat Perseroan dalam melakukan kegiatan operasi dan usahanya. Sebagai BUMN, Perseroan juga terikat oleh Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN, sebagaimana telah diubah melalui Peraturan Menteri BUMN No. PER-02/MBU/7/2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN. Melalui Program Kemitraan dan Bina Lingkungan (PKBL) ini, Perseroan wajib untuk menyisihkan keuntungannya untuk mengembangkan masyarakat, baik melalui pinjaman pada Program Kemitraan, maupun bantuan sosial lingkungan pada Program Bina Lingkungan.

Fondasi utama dari rumusan program CSR yang dilaksanakan Perseroan terdapat pada 2 (dua) hal, yaitu pemetaan bisnis inti serta kegiatan operasi dan usaha yang dilakukan Perseroan dan dampaknya terhadap sosial dan lingkungan, serta upaya Perseroan dalam membangun hubungan yang berkelanjutan

of the implementation of SMAP in all Head Office Work Units, to dissemination and training to various related units to be able to implement SMAP into the systems and policies which apply in the Company.

In particular, the Company management emphasizes integrity as the main key to implementing GCG principles and practices, particularly by all Jasa Raharja personnel. The management has a strong commitment to continue to fostering integrity as an inseparable part of developing HR competencies and capacities. Only with integrity, the Company's organization will be able to achieve its vision and perform the mission properly.

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT

The Company management realizes that the progress and success of the Company's performance is inseparable from the economic, social, and environmental impacts arising from the activities conducted by the Company. As an SOE, the Company has an obligation to be able to create a business model and supply chain which considers the economic, social, and environmental impacts which may arise from the excess of the Company's activities. Therefore, the Company formulates Corporate Social Responsibility (CSR) program as a major agenda in realizing sustainable development.

The implementation of CSR by the Company is actually a binding obligation, which is regulated through the prevailing laws and regulations in Indonesia, namely Law no. 40 of 2007 concerning Limited Liability Companies, Government Regulation no. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies, as well as various other regulations and laws that bind the Company in performing the operations and business activities. As an SOE, the Company is also bound by the Minister of SOEs Regulation No. PER-09/MBU/07/2015 concerning the Partnership and the Community Development Program of SOEs, as amended through the Minister of SOEs Regulation No. PER-02/MBU/7/2017 concerning the Second Amendment to the Regulation of the Minister of SOEs No. PER-09/MBU/07/2015 concerning SOEs' Partnership and Community Development Program. Through this Partnership and Community Development Program (PKBL), the Company is obliged to set aside its profits to develop the community, either through loans in the Partnership Program, or through social and environmental assistance in the Community Development Program.

There are 2 (two) main aspects of the formulation of the CSR program implemented by the Company, namely the mapping of the core business as well as the operations and business activities conducted by the Company and their impact on society and the environment, as well as the Company's efforts to build

agar terciptanya pertumbuhan bersama antara Perseroan dengan seluruh pemangku kepentingan. Untuk itu, Perseroan telah melakukan pemetaan dampak atas bisnis inti yang dilakukan, khususnya pada kegiatan jasa asuransi sosial; serta pemetaan pemangku kepentingan dan aspirasi dari pemangku kepentingan terhadap Perseroan.

Pada ranah bisnis intinya, Perseroan terus melakukan upaya peningkatan kecepatan penyelesaian santunan dalam rangka memenuhi amanah atas Undang-Undang No. 33 dan 34 Tahun 1964. Di samping meringankan korban yang berhak atas santunan, pemenuhan target kecepatan penyelesaian santunan juga membantu program Pemerintah Indonesia dalam meningkatkan kualitas hidup masyarakat, khususnya masyarakat yang terkena musibah kecelakaan lalu lintas.

Pada aspek lingkungan, Perseroan melakukan pemantauan secara berkala atas penggunaan listrik, bahan bakar, kertas, air, dan limbah perkantoran, dalam kegiatan operasi yang dilakukan. Kebijakan atas efektivitas penggunaan sumber daya alam terus dilakukan dengan harapan dapat menekan penggunaan sumber daya alam serta melakukan efisiensi. Hal ini penting, mengingat kegiatan perkantoran Perseroan dengan cabang yang tersebar di berbagai wilayah di Indonesia berpengaruh terhadap massifnya penggunaan sumber daya alam.

Aspek pengelolaan ketenagakerjaan menjadi hal yang fundamental dalam pengembangan hubungan Perseroan dengan pemangku kepentingan. SDM menjadi pilar utama dalam kegiatan operasi Perseroan, di mana kompetensi SDM menjadi fondasi bagi layanan Perseroan yang optimal dan keberhasilan Perseroan dalam menjalankan kegiatannya. Untuk itu, Perseroan memperhatikan setiap aspek pemenuhan peraturan dan perundang-undangan terkait ketenagakerjaan; baik Hak Asasi Manusia (HAM) karyawan, promosi dan mutasi yang adil dan akuntabel, pemenuhan hak-hak, jaminan sosial dan kesehatan, Kesehatan dan Keselamatan Kerja (K3) di area perkantoran, hingga apresiasi atas pencapaian target. Perseroan juga mendorong setiap karyawan untuk dapat meningkatkan level kompetensinya melalui kesertaannya dalam pendidikan dan sertifikasi baik yang diselenggarakan secara internal maupun yang dilakukan oleh pihak eksternal.

INFORMASI TENTANG SUSUNAN DIREKSI

Di sepanjang tahun 2020 tidak terdapat pergantian susunan Direksi. Dengan demikian, komposisi dan susunan Direksi per 31 Desember 2019 dan 31 Desember 2020 adalah sama.

sustainable relationships in order to create mutual growth between the Company and all stakeholders. Therefore, the Company has mapped the impact of its core business, particularly in social insurance services, as well as mapping of stakeholders and their aspirations towards the Company.

In its core business area, the Company continues to make efforts to increase the speed of compensation settlement in order to fulfill the mandate of Law no. 33 and 34 of 1964. In addition to providing relief to victims who are entitled to compensation, the fulfillment of the target for speedy compensation settlement also assists the Government of Indonesia's program in improving the quality of life of the community, especially those affected by traffic accidents.

On the environmental aspect, the Company periodically monitors the use of electricity, fuel, paper, water, and office waste in the operational activities. Policies on the effectiveness of the use of natural resources continue to be enforced in reducing the use of natural resources as well as improving efficiency. This matter is important, considering that the Company's office activities with branches spread across various regions in Indonesia affect the massive use of natural resources.

The aspect of human resources management is fundamental in developing the Company's relationship with stakeholders. Human Resources is the main pillar in the Company's operational activities since HR competence is the foundation for optimal Company services and the Company's success in conducting the activities. Therefore, the Company pays attention to every aspect of compliance with laws and regulations related to manpower, namely human rights of employees, fair and accountable promotions and transfers, fulfillment of rights, social and health insurance, Occupational Health and Safety (K3) in office areas, and appreciation for target achievement. The Company also encourages each employee to increase their level of competence through participation in education and certification held internally and by external parties.

INFORMATION ABOUT THE COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2020 there was no change in the composition of the Board of Directors. Therefore, the composition and structure of the Board of Directors as of December 31, 2019, and December 31, 2020, are the same.

Susunan Direksi per 31 Desember 2020
Composition of the Board of Directors as of December 31, 2020

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Menjabat** Period of Position
Budi Raharjo Slamet	Direktur Utama President Director	Keputusan Menteri BUMN Selaku RUPS No. SK-20/MBU/01/2018 Decree of the Minister of State-Owned Enterprises as GMS No. SK-20/MBU/01/2018	18 Januari 2018 - Penutupan RUPS Tahun 2023 January 18, 2018 – Closing of GMS 2023	Pertama 1st
Amos Sampetoding	Direktur Operasional Director of Operations	Keputusan Menteri BUMN Selaku RUPS No. SK-226/MBU/08/2018 Decree of the Minister of State-Owned Enterprises as GMS No. SK-226/MBU/08/2018	14 Agustus 2018 - Penutupan RUPS Tahun 2023 August 14, 2018 – Closing of GMS 2023	Pertama 1st
Myland	Direktur Keuangan Director of Finance	Keputusan Menteri BUMN Selaku RUPS No. SK-20/MBU/01/2018 Decree of the Minister of State-Owned Enterprises as GMS No. SK-20/MBU/01/2018	18 Januari 2018 - Penutupan RUPS Tahun 2023 January 18, 2018 – Closing of GMS 2023	Pertama 1st
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	Keputusan Menteri BUMN Selaku RUPS No. SK-20/MBU/01/2018 Decree of the Minister of State-Owned Enterprises as GMS No. SK-20/MBU/01/2018	18 Januari 2018 - Penutupan RUPS Tahun 2023 January 18, 2018 – Closing of GMS 2023	Kedua 2nd
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	Keputusan Menteri BUMN Selaku RUPS No. SK-226/MBU/08/2018 Decree of the Minister of State-Owned Enterprises as GMS No. SK-226/MBU/08/2018	14 Agustus 2018 - Penutupan RUPS Tahun 2023 August 14, 2018 – Closing of GMS 2023	Pertama 1st

Penetapan jabatan Direksi sepenuhnya menjadi keputusan Pemegang Saham yang tertuang dalam RUPS.

The appointment of the Board of Directors is entirely the decisions of the Shareholders as determined in the GMS.

PENUTUP

Atas seluruh tantangan yang berhasil dilalui di sepanjang tahun 2020, izinkan Direksi mengucapkan syukur dengan hasil yang telah dicapai oleh Perseroan. Direksi menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris atas arahan dan kemitraan strategis dalam pengelolaan operasi dan usaha Perseroan khususnya di tengah tantangan yang luar biasa serta perubahan struktur kepemilikan di tahun 2020. Direksi juga mengucapkan terima kasih kepada Kementerian BUMN selaku kuasa pemegang saham Pemerintah Indonesia, serta BPUI selaku *holding* BUMN bidang bidang perasuransian dan penjaminan. Demikian pula kepada regulator, pengguna jasa, pemasok dan mitra, Direksi mengucapkan terima kasih atas kerja sama yang telah tercipta.

CLOSING

For all the challenges that have been successfully overcome throughout 2020, on behalf of the Board of Directors, we would like to express our gratitude for the results that have been achieved by the Company. The Board of Directors expresses respect and gratitude to the Board of Commissioners for the guidance and strategic partnership in managing the Company's operations and business, especially in the midst of the extraordinary challenges and changes in ownership structure in 2020. The Board of Directors would also like to express the gratitude to the Ministry of SOEs as the proxy shareholder of the Government of Indonesia and BPUI as the SOEs holding in the field of insurance and guarantee. Similarly, to regulators, service users, suppliers, and partners, the Board of Directors would like to express our gratitude for the cooperation that has been established.

Kepada seluruh karyawan Insan Jasa Raharja, izinkan Direksi menyampaikan apresiasi atas segala kerja cerdas yang telah dilakukan di tahun 2020 yang penuh dengan kewaspadaan. Semoga perjalanan di tahun 2020 dapat menjadi bukti bagi seluruh pihak, bahwa Perseroan mampu mendedikasikan dirinya dalam pengelolaan mandat yang diberikan, sekaligus memberikan nilai tambah bagi pemegang saham secara berkelanjutan.

To all employees of Jasa Raharja, on behalf of the Board of Directors, we would like to express our appreciation for all the smart work that has been accomplished in 2020 which is full of vigilance. Hopefully, the journey in 2020 can prove to all parties that the Company was able to dedicate itself in managing the given mandate, as well as providing added value for shareholders in a sustainable manner.

Jakarta, 16 Juni 2021
Atas nama jajaran Direksi PT Jasa Raharja
Jakarta, June 16, 2021
On behalf of the Board of Directors of PT Jasa Raharja

Budi Rahardjo Slamet
Direktur Utama
President Director

PROFIL PERUSAHAAN

Company Profile

Sebagai perusahaan yang dinamis dan adaptif terhadap perubahan, tahun 2020 Jasa Raharja melakukan transformasi agar dapat mewujudkan visi dan misi Perseroan dan memberikan pelayanan terbaik kepada pelanggan. Perseroan juga membangun sinergi seiring dengan terbentuknya *Holding* BUMN Keuangan, di mana Jasa Raharja menjadi bagian dari *holding* tersebut.

As a dynamic Company adaptive to change, in 2020 Jasa Raharja has transformed in order to realize the Company's vision and mission and to provide the best service to customers. The Company also built synergies with the establishment of a Financial SOE Holding, in which Jasa Raharja is a member of the holding.

E-Procurement
HRIS
Survey
SIAP MOBILE
IPK
PKBL Online
Website

IDENTITAS PERSEROAN
COMPANY IDENTITY

Nama Perusahaan Company Name	PT Jasa Raharja	
Tanggal Pendirian Date of Establishment	1 Januari 1960	January 1, 1960
Dasar Hukum Pendirian Legal Basis of Establishment	1. Peraturan Pemerintah No. 15 Tahun 1961 tentang Pendirian Perusahaan Negara Asuransi Kerugian Eka Karya. 2. Peraturan Pemerintah No. 8 Tahun 1965 tentang Pendirian Perusahaan Negara Asuransi Kerugian Jasa Raharja. 3. Surat Keputusan Menteri Keuangan No. KEP-750/ MK/ IV/11/1970 tanggal 18 November 1970 tentang Pernyataan mengenai Perusahaan Negara (P.N.) Asuransi Kerugian Jasa Raharja sebagai Usaha Negara seperti yang dimaksud dalam ayat (2) Pasal 2 Undang-Undang No. 9 Tahun 1969. 4. Peraturan Pemerintah No. 39 Tahun 1980 tentang Pengalihan Bentuk Perusahaan Umum Asuransi Kerugian Jasa Raharja menjadi Perusahaan Perseroan (Persero). 5. Akta No. 49 tanggal 28 Februari 1981 yang dibuat di hadapan Imas Fatimah, Sarjana Hukum, Notaris di Jakarta, yang telah beberapa kali diubah dan ditambah, terakhir dengan Akta No. 4 tanggal 16 September 2019 yang dibuat di hadapan Yulius Purnawan, S.H., M.Si., Notaris di Jakarta.	1. Government Regulation No. 15 year 1961 regarding the Establishment of State Loss Insurance Company Eka Karya. 2. Government Regulation No. 8 of 1965 concerning the Establishment of State Loss Insurance Company Jasa Raharja. 3. Decree of the Minister of Finance No. KEP-750/ MK/IV/11/1970 November 18, 1970 concerning the Statement on State Loss Insurance Jasa Raharja as a State Business as referred to in paragraph (2) of Article 2 of Law No. 9 year 1969. 4. Government Regulation No. 39 of 1980 regarding the Conversion of General Loss Insurance Public Company Jasa Raharja to Limited Liability Company (Persero). 5. Notarial Deed No. 49 dated February 28, 1981, made before Imas Fatimah, Bachelor of Laws, Notary in Jakarta, which has been amended several times, most recent with Notarial Deed No. 4 dated September 16, 2019, made before Yulius Purnawan, S.H., M.Si., Notary in Jakarta.
Status	Badan Usaha Milik Negara (BUMN)	State-Owned Enterprise (SOE)
Bidang Usaha Line of Business	Asuransi Sosial	Social Insurance

Kepemilikan Saham Share Ownership	100% PT Bahana Pembinaan Usaha Indonesia	100% Owned by PT Bahana Pembinaan Usaha Indonesia
Modal Dasar Authorized Capital	Rp34.000.000.000.000 (Tiga Puluh Empat Triliun Rupiah)	IDR34,000,000,000,000 (Thirty Four Trillion Rupiah)
Modal Ditempatkan Paid-Up Capital	Rp8.500.000.000.000 (Delapan Triliun Lima Ratus Miliar Rupiah)	Rp8,500,000,000,000 (Eight Trillion and Five Hundred Billion Rupiah)
Jumlah Karyawan Number of Employees	1.928 karyawan	1,928 employees
Alamat Kantor Pusat Address of Head Office	Jl. HR. Rasuna Said Kav. C-2 Kuningan Jakarta Selatan 12920 Telp : 021-5203454 Faks : 021-522084 WA : 0812-10500500	
Email	pusat@jasaraharja.co.id	
Website	www.jasaraharja.co.id	
Jaringan Kantor Office Network	1 Kantor Pusat 29 Kantor Cabang 63 Kantor Perwakilan 37 Kantor Pelayanan Jasa Raharja (KPJR) 1.667 Kantor Bersama SAMSAT	1 Head Office 29 Branch Offices 63 Representative Offices 37 Jasa Raharja Service Office 1,667 Joint Offices with SAMSAT

@jasaraharja @pt_jasaraharja @pt_jasaraharja JasaRaharjaOfficial

SEKILAS JASA RAHARJA

JASA RAHARJA IN A GLANCE

PT Jasa Raharja, selanjutnya disebut "Jasa Raharja" atau "Perseroan", berdiri pada tanggal 1 Januari 1960. Sejarah berdirinya Jasa Raharja tidak terlepas dari kebijakan pemerintah untuk melakukan nasionalisasi terhadap perusahaan-perusahaan milik Belanda dengan diundangkannya Undang-Undang No. 86 tahun 1958 tentang Nasionalisasi Perusahaan Belanda. Di bidang asuransi kerugian, penerbitan UU tersebut dijabarkan melalui Peraturan Pemerintah (PP) No. 3 tahun 1960 tentang Penentuan Perusahaan Asuransi Kerugian Belanda yang dikenakan Nasionalisasi.

Berdasarkan PP tersebut dan Pengumuman Menteri Keuangan No. 12631/B.U.M.II tanggal 9 Februari 1960, empat perusahaan milik Belanda, yaitu Firma Blom & Van Der Aa, Firma Bekouw & Mijnssen, Firma Sluyters & Co dan N.V. Assurantie Maatschappij Djakarta dilebur menjadi Perusahaan Asuransi Kerugian Negara "IKA BHAKTI". Kemudian N.V. Assurantie Kantoor Langveldt-Schroder berubah nama menjadi Perusahaan Asuransi Kerugian Negara "IKA DHARMA". Perusahaan N.V. Assurantie Kantor O.W.J. Schlenceker dan Perusahaan N.V. Kantoor Asuransi "Kali Besar" dilebur menjadi Perusahaan Asuransi Kerugian Negara "IKA MULJA" serta Perusahaan P.T. Maskapai Asuransi Arah Baru (Arba) berubah nama menjadi Perusahaan Asuransi Kerugian Negara "IKA SAKTI".

PT Jasa Raharja, hereinafter referred to as "Jasa Raharja" or the "Company", was established on January 1, 1960. The history of the establishment of Jasa Raharja is inseparable from the government's policy to nationalize Dutch-owned companies with the enactment of Law No. 86 of 1958 concerning the Nationalization of Dutch Companies. In the field of loss insurance, the issuance of the Act is described through Government Regulation (PP) No. 3 of 1960 concerning the Determination of a Dutch Loss Insurance Company which is subject to Nationalization.

Based on the Government Regulation and the Announcement of the Minister of Finance No. 12631/B.U.M.II dated February 9, 1960, four Dutch-owned companies, namely Blom & Van Der Aa Firm, Bekouw & Mijnssen Firm, Sluyters & Co Firm, and N.V. Assurantie Maatschappij Djakarta was merged into the State Loss Insurance Company "IKA BHAKTI". Then N.V. Assurantie Kantoor Langveldt-Schroder changed its name to the State Loss Insurance Company "IKA DHARMA". N.V. Assurantie, O.W.J. Schlencker Office, and N.V. Kantoor Asuransi "Kali Besar" was merged into the State Loss Insurance Company "IKA MULJA" and the P.T. Maskapai Asuransi Arah Baru (Arba) changed its name to State Loss Insurance Company "IKA SAKTI".

Selanjutnya, beberapa perusahaan yang telah dinasionalisasi tersebut ditetapkan dengan status badan hukum Perusahaan Negara Asuransi Kerugian (PNAK) sesuai dengan Undang-Undang No. 19 PRP Tahun 1960 tentang Perusahaan Negara yang seluruh modalnya merupakan kekayaan negara Republik Indonesia.

Berdasarkan PP No. 15 Tahun 1961 tentang Pendirian Perusahaan Negara Asuransi Kerugian Eka Karya, keempat PNAK tersebut yang semula berdasarkan Pengumuman Menteri Keuangan (Badan Penguasa Perusahaan-perusahaan Asuransi Kerugian Belanda) No.12631/B.U.M. II. tanggal 9 Februari 1960 yang nama perusahaannya disebut dengan "Ika" berubah menjadi "Eka". Penggabungan dari empat PNAK, yaitu Eka Bhakti, Eka Dharma, Eka Mulya dan Eka Sakti disebut sebagai Perusahaan Negara Asuransi Kerugian Eka Karya. Namun dalam Pengumuman Menteri Keuangan (Badan Penguasa Perusahaan-perusahaan Asuransi Kerugian Belanda) No. 294923/B.U.M.II tanggal 31 Desember 1960, penyebutan nama perusahaan-perusahaan tersebut kembali menggunakan "Ika" termasuk perusahaan yang baru didirikan tersebut yaitu "Ika Karya". Adanya perbedaan tersebut disebabkan karena Pengumuman Menteri Keuangan tersebut diterbitkan mendahului diundangkannya Peraturan Pemerintah No. 15 Tahun 1961 tentang Pendirian Perusahaan Negara Asuransi Kerugian Eka Karya yaitu pada tanggal 24 Maret 1961.

Tahun 1965, berdasarkan PP No. 8 Tahun 1965 tentang Pendirian Perusahaan Negara Asuransi Kerugian Jasa Rahardja, mulai 1 Januari 1965 PNAK Eka Karya dilebur menjadi perusahaan baru dengan nama "Perusahaan Negara Asuransi Kerugian Jasa Raharja" yang kemudian disusul dengan penerbitan Surat Keputusan Menteri Urusan Pendapatan, Pembiayaan dan Pengawasan No. B.A.P.N. 1-3-3 pada 30 Maret 1965 yang menunjuk PNAK Jasa Raharja untuk melaksanakan penyelenggaraan Dana Pertanggungan Wajib Kecelakaan Penumpang dan Dana Kecelakaan Lalu Lintas Jalan sesuai Undang-Undang No. 33 dan Undang-Undang No. 34 Tahun 1964.

Pada tahun 1970, PNAK Jasa Raharja diubah statusnya menjadi Perusahaan Umum (Perum) Jasa Raharja yang tertuang dalam Surat Keputusan Menteri Keuangan Republik Indonesia No. Kep.750/KMK/IV/II/1970 tanggal 18 November 1970 sebagai tindak lanjut diterbitkannya UU No. 9 Tahun 1969 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 1 Tahun 1969 (Lembaran Negara Tahun 1969 No. 16; Tambahan Lembaran Negara No. 2890) Tentang Bentuk-Bentuk Usaha Negara Menjadi Undang-Undang. Pasal 2 ayat 2 dari UU tersebut menyatakan bahwa PERUM adalah Perusahaan Negara yang didirikan dan diatur berdasarkan ketentuan-ketentuan yang termaktub dalam Undang-Undang No. 19 Prp tahun 1960.

Pada tahun 1978 yaitu berdasarkan PP No. 34 Tahun 1978 tentang Perubahan Atas Peraturan Pemerintah No. 8 Tahun 1965 tentang Pendirian Perusahaan Umum Asuransi Kerugian "Jasa Raharja", selain mengelola pelaksanaan UU No. 33 dan UU No. 34 Tahun 1964, Jasa Raharja mendapat mandat tambahan untuk menerbitkan surat jaminan dalam bentuk *Surety Bond*. Penunjukan tersebut menjadikan Jasa

Furthermore, several companies that have been nationalized have been designated with the legal status of a State Insurance Company (PNAK) in accordance with Law no. 19 PRP of 1960 concerning State Enterprises whose entire capital is the state assets of the Republic of Indonesia.

Based on Government Regulation No. 15 of 1961 concerning the Establishment of the Eka Karya State Loss Insurance Company (PNAK), the four PNAKs, which were originally named "Ika", based on the Announcement of the Minister of Finance (Ruling Agency for Dutch Loss Insurance Companies) No.12631/B.U.M. II. dated February 9, 1960, was changed to "Eka". The merger of four PNAKs, namely Eka Bhakti, Eka Dharma, Eka Mulya and Eka Sakti are referred to as the Eka Karya State Company for Loss Insurance. However, in the Announcement of the Minister of Finance (Ruling Agency for Dutch Loss Insurance Companies) No. 294923/B.U.M.II dated December 31, 1960, the mention of the names of these companies again used "Ika". This included the newly established company, namely "Ika Karya". The discrepancy is due to the announcement of the Minister of Finance being issued prior to the promulgation of Government Regulation no. 15 of 1961 concerning the Establishment of the Eka Karya State Loss Insurance Company, namely on March 24, 1961.

In 1965, under the Government Regulation No. 18 of 1965 concerning the Establishment of State Insurance Company Jasa Raharja, as per January 1, 1965, PNA K Eka Karya was merged into a new company called "Perusahaan Negara Asuransi Kerugian Jasa Raharja" (State Insurance Company Jasa Raharja), which was followed by the issuance of Decree of the Minister of Revenue, Finance, and Control Affairs No. B.A.P.N. 1-3-3 dated March 30, 1965 that assigned PNAK Jasa Raharja to conduct the implementation of Passenger Accident Compulsory Insurance Fund and Road Traffic Accident Fund in accordance with Law No. 33 and Law No. 34 Year 1964.

In 1970, PNAK Jasa Raharja changed its status to be a Public Company (Perum) Jasa Raharja as stipulated in the Decree of the Minister of Finance of the Republic of Indonesia No. KEP.750/KMK/IV/II/1970 dated November 18, 1970 as a follow-up to the issuance of Law no. 9 of 1969 concerning Stipulation of Government Regulation in Lieu of Law no. 1 of 1969 (State Gazette of 1969 No. 16; Supplement to the State Gazette No. 2890) Concerning a Form of State Enterprises to Become Laws. Article 2 paragraphs 2 of the Law states that PERUM is a State Company established and regulated based on the provisions contained in Law no. 19 Prp of 1960.

In 1978, based on Government Regulation No. 34 of 1978 concerning the Amendment to Government Regulation No. 8 year 1965 concerning the Establishment of Public Insurance Company "Jasa Raharja", in addition to manage the implementation of Law No. 33 and No. 34 Year 1964, Jasa Raharja obtained additional mandates to issue letter of guarantee in the form of surety bonds. This appointment

Raharja sebagai pionir penyelenggara *Surety Bond* di Indonesia, di saat perusahaan asuransi lain umumnya masih bersifat *fronting office* dari perusahaan *surety* di luar negeri sehingga terjadi aliran devisa ke luar negeri untuk kepentingan tersebut.

Kemudian sebagai upaya pengemban rasa tanggung jawab sosial kepada masyarakat khususnya bagi mereka yang belum memperoleh perlindungan dalam lingkup UU No. 33 dan UU No. 34 Tahun 1964, maka dikembangkan pula usaha asuransi aneka.

Sejalan dengan perkembangan usahanya sehingga diperlukan pengelolaan usaha yang lebih terukur dan efisien, maka pada tahun 1980 berdasarkan PP No. 39 Tahun 1980 tentang Pengalihan Bentuk Perusahaan Umum Asuransi Kerugian "Jasa Raharja" menjadi Perusahaan Perseroan (Persero) tanggal 6 November 1980, status Jasa Raharja diubah lagi menjadi Perusahaan Perseroan (Persero) dengan nama PT (Persero) Asuransi Kerugian Jasa Raharja.

Anggaran Dasar Jasa Raharja yang semula diatur dalam Peraturan Pemerintah pendiriannya, maka sesuai dengan Peraturan Pemerintah No. 12 Tahun 1969 tentang Perusahaan Perseroan (Persero) pengaturannya harus dipisahkan. Anggaran Dasar Jasa Raharja tersebut selanjutnya dituangkan dalam Akta Notaris Imas Fatimah, S.H. No. 49 Tahun 1981 tanggal 28 Februari 1981. Dengan adanya perubahan nomenklatur kementerian, Pemerintah melalui Menteri Keuangan memperbaharui penunjukan Jasa Raharja dengan menerbitkan Keputusan Menteri Keuangan No. 337/KMK.011/1981 tanggal 2 Juni 1981 tentang Penunjukan Perusahaan Perseroan (Persero) Asuransi Kerugian Jasa Raharja untuk menyelenggarakan Dana Pertanggungan Wajib Kecelakaan Penumpang dan Dana Kecelakaan Lalu Lintas Jalan.

Pada tahun 1994, Pemerintah menetapkan Peraturan Pemerintah No. 73 Tahun 1992 tentang Penyelenggaraan Usaha Perasuransian sebagai penjabaran UU No. 2 Tahun 1992 tentang Usaha Perasuransian. Peraturan Pemerintah tersebut mengatur antara lain ketentuan yang melarang perusahaan asuransi yang telah menyelenggarakan program asuransi sosial untuk menjalankan asuransi lain selain program asuransi sosial. Sejalan dengan ketentuan tersebut, maka terhitung mulai tanggal 1 Januari 1994 hingga saat ini Jasa Raharja melepaskan usaha asuransi non wajib dan *surety bond* untuk lebih fokus dalam menjalankan program asuransi sosial yaitu menyelenggarakan Dana Pertanggungan Wajib Kecelakaan Penumpang sebagaimana diatur dalam UU No. 33 Tahun 1964 dan Dana Kecelakaan Lalu Lintas Jalan sebagaimana diatur dalam UU No. 34 Tahun 1964.

Tahun 2020, seiring dengan terbitnya Peraturan Pemerintah (PP) No. 20 Tahun 2020 tentang Penambahan Penyertaan Modal Negara ke Dalam Modal Saham PT Bahana Pembinaan Usaha Indonesia (BPUI), Jasa Raharja bergabung ke dalam *holding* asuransi dan penjaminan BUMN di mana BPUI bertindak sebagai induk *holding* asuransi BUMN dengan anggota PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Kerugian Jasa Raharja, PT Asuransi Jasa Indonesia (Jasindo) dan PT Jaminan Kredit Indonesia (Jamkrindo).

made Jasa Raharja as a pioneer of surety bond organizer in Indonesia, while other insurance companies generally still acted as fronting office from surety companies abroad, therefore it generated flow of foreign exchange out of the country.

Then, as an effort to carry a sense of social responsibility to the community, especially for those who have not received protection within the scope of Law No. 33 and Law No. 34 of 1964, various insurance businesses were also developed.

In line with the development of its business, so that a more measurable and efficient business management is needed, then, in 1980, based on Government Regulation No. 39 of 1980 concerning the Conversion of General Loss Insurance Public Company Jasa Raharja to Limited Liability Company (Persero) on November 6, 1980, the status of Jasa Raharja was changed again to a Limited Liability Company (Persero) under the name PT (Persero) Asuransi Kerugian Jasa Raharja.

Jasa Raharja's Articles of Association, which establishment were originally regulated in a Government Regulation, then, in accordance with Government Regulation No. 12 of 1969 concerning Limited Liability Companies (Persero), the arrangement must be separated. Jasa Raharja's Articles of Association are then stated in the Notary Deed of Imas Fatimah, S.H. No. 49 of 1981 dated February 28, 1981. With the change in the nomenclature of the ministry, the Government through the Minister of Finance renewed the appointment of Jasa Raharja by issuing Minister of Finance Decree No. 337/KMK.011/1981 dated June 2, 1981 concerning the Appointment of Jasa Raharja General Loss Insurance Company (Persero) to conduct the implementation the Passenger Accident Compulsory Insurance Fund and Road Traffic Accident Fund.

In 1994, the Government enacted Government Regulation No. 73 of 1992 concerning the Implementation of Insurance Business as the elaboration of Law No. 2 of 1992 concerning Insurance Business. The Government Regulation regulates, among other things, provisions that prohibit insurance companies that have implemented social insurance programs to run other insurances other than social insurance programs. In line with these provisions, starting January 1, 1994 until now Jasa Raharja has released Non-Mandatory Insurance and surety bonds to focus more on running the social insurance program, namely to conduct the implementation the Passenger Accident Compulsory Insurance Fund as regulated in Law No. 33 of 1964 and the and Road Traffic Accident Fund as regulated in Law No. 34 of 1964.

In 2020, along with the issuance of Government Regulation (PP) No. 20 of 2020 concerning the Additional State Capital Participation into the Share Capital of PT Bahana Pembinaan Usaha Indonesia (BPUI), Jasa Raharja joined the insurance and guarantee holding of SOEs where PT BPUI acts as the holding company for SOE insurance with members namely PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Kerugian Jasa Raharja, PT Asuransi Jasa Indonesia (Jasindo) and PT Jaminan Kredit Indonesia (Jamkrindo).

KRONOLOGIS PERUBAHAN NAMA PERSEROAN

CHRONOLOGY OF CHANGE OF COMPANY NAME

Era Penjajahan Belanda
Dutch Colonial Era

- Firma Blom & Van Der Aa
- Firma Bekouw & Mijnssen
- Firma Sluyters & Co
- N.V. Assurantie Maatschappij Djakarta
- N.V. Assurantie Kantoor Langveldt-Schroder
- N.V. Assurantie Kantor O.W.J. Schlenceker
- N.V. Kantoor Asuransi "Kali Besar"
- P.T. Maskapai Asuransi Arah Baru (Arba)

1960
UU No. 19 PRP Tahun 1960

Law No. 19, PRP of 1960

- Perusahaan Asuransi Kerugian Negara "IKA BHAKTI"
- Perusahaan Asuransi Kerugian Negara "IKA DHARMA"
- Perusahaan Asuransi Kerugian Negara "IKA MULJA"
- Perusahaan Asuransi Kerugian Negara "IKA SAKTI"
- State Insurance Company "IKA BHAKTI"
- State Insurance Company "IKA DHARMA"
- State Insurance Company "IKA MULJA"
- State Insurance Company "IKA SAKTI"

1961

Peleburan empat PNAK Ika Bhakti, Ika Dharma, Ika Mulja, dan Ika Sakti menjadi PNAK Eka Karya

The merger of four PNAKs, namely Ika Bhakti, Ika Dharma, Ika Mulja, and Ika Sakti into PNAK Eka Karya

1965
PP No. 8 Tahun 1965

Government Regulation No. 8 of 1965

Perusahaan Negara Asuransi Kerugian Jasa Raharja

State Insurance Company Jasa Raharja

1970
SK Menteri Keuangan Republik Indonesia No. Kep.750/KMK/IV/II/1970

Decree of the Minister of Finance of the Republic of Indonesia No. Kep.750/KMK/IV/II/1970

Perusahaan Umum Jasa Raharja

Jasa Raharja Public Company

1980
PP No. 39 Tahun 1980

Government Regulation No. 39 of 1980

PT Asuransi Kerugian Jasa Raharja (Persero)

PT Asuransi Kerugian Jasa Raharja (Persero)

2020
PP No. 20 Tahun 2020

Government Regulation No. 20 of 2020

PT Jasa Raharja

PT Jasa Raharja

JEJAK LANGKAH
MILESTONES

1960

Penggabungan Perusahaan Asuransi Kerugian Negara (PAKN) Ika Bakti, Ika Darma, Ika Mulya dan Ika Sakti menjadi Perusahaan Asuransi Kerugian Negara (PAKN) Ika Karya sesuai Pengumuman Menteri Urusan Pendapatan, Pembayaran dan Pengawasan RI No. 294293/BUM II tanggal 31 Desember 1960.
The merger of the State Insurance Company (PAKN) Ika Bakti, Ika Darma, Ika Mulya and Ika Sakti into the State Insurance Company (PAKN) Ika Karya, in accordance with the Announcement of the Minister of Revenue, Finance, and Control Affairs of the Republic of Indonesia No. 294293/BUM II dated December 31, 1960.

1965

Berdasarkan Peraturan Pemerintah No. 8 Tahun 1966 dibentuk "Perusahaan Negara Asuransi Kerugian Jasa Raharja" dengan mencabut seluruh kekayaan, pegawai dan kewajiban Perusahaan Asuransi Kerugian Negara (PAKN) Ika Karya yang telah berubah menjadi Eka Karya. Berdasarkan Keputusan Menteri Urusan Pendapatan Pembiayaan dan Pengawasan RI No. BAPN 1-3-3- tanggal 30 Maret 1965 terhitung mulai 1 Januari 1965 Perusahaan Negara Asuransi Kerugiaan jasa Raharja melaksanakan tugas khusus mengelola pelaksanaan UU No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan UU No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.
Based on Government Regulation No. 8 of 1966 concerning the Establishment of "Perusahaan Negara Asuransi Jasa Raharja" (State Insurance Company Jasa Raharja) to combine the entire property, employees and obligations of the State Insurance Company (PAKN) Ika Karya that have been converted into Eka Karya. Based on the Decree of the Minister of Revenue, Finance, and Control Affairs of the Republic of Indonesia No. BAPN 1-3-3 dated March 30, 1965 starting from January 1, 1965, The State Insurance Company Jasa Raharja conducted specific tasks to manage the implementation of the Law No. 33 year 1964 concerning the Passenger Accident Compulsory Insurance Fund and Law No. 34 year 1964 on Road Traffic Accident Fund.

1970

Perusahaan Negara Asuransi Kerugian Jasa Raharja diubah statusnya menjadi Perusahaan Umum (Perum) Jasa Raharja. Perubahan status ini dituangkan dalam Keputusan Menteri Keuangan Republik Indonesia No. KEP.750/KMK/IV/II/1970.
The State Insurance Company Jasa Raharja changed its status to "Perusahaan Umum (Public Company) Jasa Raharja. The changes were outlined in the Decree of the Minister of Finance of the Republic of Indonesia No. KEP.750/KMK/IV/II/1970.

1978

PT Jasa Raharja (Persero) diperluas lingkup usahanya sehingga mencakup:
- *Surety Bond* berdasarkan Peraturan Pemerintah No. 34 Tahun 1978 tentang Perubahan atas Peraturan Pemerintah No. 8 Tahun 1965 tentang Pendirian Perusahaan Umum Asuransi Kerugian Jasa Raharja.
- Asuransi non wajib yang meliputi asuransi kecelakaan diri (AKD), asuransi kecelakaan diri perjalanan (AKDP), jaminan tambahan dan lain sebagainya.

PT Jasa Raharja (Persero) expanded its business scope to include:
- Surety Bonds based on Government Regulation No. 34 of 1978 concerning the Amendment to Government Regulation No. 8 Year 1965 concerning the Establishment of General Insurance Company Jasa Raharja; and
- Non-Mandatory Insurance covering personal accident insurance, personal accident insurance related to transportation, additional insurance, and other alike.

1980

Mengingat usaha yang ditangani Perum Jasa Raharja semakin bertambah luas, berdasarkan Peraturan Pemerintah No. 39 Tahun 1980 statusnya diubah menjadi PT (Persero) Asuransi Kerugian Jasa Raharja.

Considering the business coverage of Perum Jasa Raharja has expanded, based on Government Regulation No. 39 Year 1980, the Company changed its status to Limited Liability Company (Persero) Asuransi Kerugian Jasa Raharja.

1981

Perubahan menjadi PT (Persero) Asuransi Kerugian Jasa Raharja dikukuhkan dengan Akte Notaris Imas Fatimah, S.H. No. 49 Tahun 1981 tanggal 26 Februari 1981.

The change to Limited Liability Company (Persero) Jasa Raharja's Loss Insurance was ratified by the Notary Deed of Imas Fatimah, S.H. No. 49 of 1981 on February 26, 1981.

1994

Setelah diberlakukannya UU No. 2 tahun 1992 tentang Usaha Perasuransian, maka perusahaan asuransi sosial dilarang melaksanakan kegiatan usaha lain di luar kegiatan usaha sesuai bidang usahanya. Kegiatan tersebut diserahkan dan dikelola oleh anak perusahaan yaitu PT Jasaraharja Putera.

After the enactment of Law No. 2 of 1992 concerning Insurance Business, the social insurance companies were prohibited from conducting business activities other than their main business activities. These other activities were then transferred and managed by subsidiaries, i.e. PT Jasaraharja Putera.

2015

Perubahan Anggaran Dasar Perusahaan dengan Akta No. 16 Tanggal 12 Juni 2015 yang dikeluarkan oleh Julius Purnawan, Sarjana Hukum, Magister Sains, Notaris di Jakarta dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-0937972.AH.01.02.TAHUN 2015 Tanggal 24 Juni 2015.

The latest amendment of the Company's Articles of Association by Deed No. 16 dated June 12, 2015 issued by Julius Purnawan, S.H., M.Si., Notary in Jakarta and approved by the Minister of Law and Human Rights by Decree No. AHU-0937972.AH.01.02 Year 2015 dated June 24, 2015.

2017

- Mengeluarkan kebijakan strategis baru terkait adanya Peraturan Menteri Keuangan No. 15/PMK0.10/2017 tanggal 13 Februari 2017 tentang Besar Santunan dan Iuran Wajib Dana Pertanggungan Wajib Kecelakaan Penumpang Alat Angkutan Penumpang Umum di Darat, Sungai/Danau, Feri/Penyeberangan, Laut, dan Udara serta Peraturan Menteri Keuangan No. 16/PMK.010/2017 tanggal 13 Februari 2017 tentang Besar Santunan dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan dengan meningkatkan nilai santunan hingga 100%.
- Jasa Raharja menduduki posisi *runner up* penghargaan bergengsi tingkat ASEAN dalam kategori *risk innovation*, yaitu ASEAN *Risk Awards* 2017 pada *event* yang diselenggarakan ERMA (Enterprise Risk Management Academy).

- Issued new strategic policy related to the Regulation of the Minister of Finance No. 15/PMK.0.10/2017 dated February 13, 2017 on the Compensation Amount and Compulsory Premium Passenger Accident Compulsory Insurance Fund for Public Transportation Passengers in Land, River/ Lake, Ferry/Crossing, Marine and Aviation as well as the Regulation of the Minister of Finance No. 16/PMK.010/2017 dated February 13, 2017, regarding the Compensation Amount and Compulsory Contribution for Road Traffic Accident Funds by increasing the compensation value up by 100%.
- Jasa Raharja held the runner up position of prestigious ASEAN-level award in the category of risk innovation, the 2017 ASEAN Risk Awards, at an event organized by ERMA (Enterprise Risk Management Academy).

2018

- Jasa Raharja meraih penghargaan bergengsi tingkat ASEAN, yaitu ASEAN *Risk Awards* 2018 pada *event* yang diselenggarakan ERMA (Enterprise Risk Management Academy).
- *Launching* Buku *Service Transformation*.
- *Launching* aplikasi berbasis android JR Online.
- Jasa Raharja received prestigious ASEAN-level award, the 2018 ASEAN Risk Awards, at an event organized by ERMA (Enterprise Risk Management Academy).
- Launching of Service Transformation Book.
- Launching of android-based application, JR Online.

2019

- Perubahan Anggaran Dasar Perusahaan yang terakhir dengan Akta No. 4 Tanggal 16 September 2019 yang dikeluarkan oleh Julius Purnawan, Sarjana Hukum, Magister Sains, Notaris di Jakarta dan telah diterima pemberitahuan perubahannya berdasarkan surat Menteri Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03.0345379 tanggal 14 Oktober 2019 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi Kerugian Jasa Raharja.
- Meluncurkan aplikasi JRku tanggal 3 Mei 2019 yang dapat diunduh melalui Google Play Store dan App Store, yang memudahkan masyarakat untuk mengajukan santunan secara *online*, mengecek masa berlaku SWDKLLJ kendaraan, melaporkan apabila ada kecelakaan alat angkutan umum dan kecelakaan lalu lintas yang terjadi serta beberapa fitur lainnya.
- The latest amendment of the Company's Articles of Association by Deed No. 4 dated June September 16, 2019 issued by Julius Purnawan, S.H., M.Si., Notary in Jakarta and notification of amendment has been received based on the Decree of the Minister of Law and Human Rights No. AHU-AH.01.03.0345379 dated October 14, 2019 concerning the Acceptance of Notification of Amendment to the Articles of Association of PT Asuransi Kerugian Jasa Raharja.
- Launched JRku application on 3 May 2019, which can be downloaded through Google PlayStore and the App Store. The application facilitates the public to submit claim for compensation online, check the validity period of SWDKLLJ, report any occurence of public transportation accidents and traffic accidents, as well as some other features.

2020

- Jasa Raharja bersama PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Jasa Indonesia (Jasindo) dan PT Jaminan Kredit Indonesia (Jamkrindo), tergabung dalam *Holding* Perasuransian dan Penjaminan BUMN dengan induk *Holding* yaitu PT Bahana Pembinaan Usaha Indonesia (Persero) atau yang saat ini dikenal dengan sebutan Indonesia Financial Group atau IFG, setelah terbitnya Peraturan Pemerintah (PP) No. 20 Tahun 2020 tentang Penambahan Penyertaan Modal Negara ke Dalam Modal Saham PT Bahana Pembinaan Usaha Indonesia (BPUI) tanggal 16 Maret 2020.
- Perubahan Anggaran Dasar Perusahaan yang terakhir dengan Akta Notaris No. 14 tanggal 9 April 2020 yang dibuat dihadapan Julius Pumawan, S.H., M.Si., Notaris di Jakarta dan telah diterima pemberitahuan perubahannya berdasarkan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0034556.AH.01.02 Tahun 2020 tanggal 8 Mei 2020 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Asuransi Kerugian Jasa Raharja.
- Jasa Raharja, PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Jasa Indonesia (Jasindo), and PT Jamkrindo, after the issuance of Government Regulation (PP) No. 20 of 2020 concerning the Additional Capital Participation into the Share Capital of PT Bahana Pembinaan Usaha Indonesia (BPUI) dated March 16, 2020, are members of the SOEs' Insurance and Guarantee Holding with the parent entity namely PT Bahana Pembinaan Usaha Indonesia (Persero) or currently known as the Indonesia Financial Group or IFG.
- The latest amendment to the Company's Articles of Association with Notary Deed Number 14 dated April 9, 2020, made before Julius Pumawan, SH, M.Si., Notary in Jakarta, and notification of the amendment has been received based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-0034556 AH.01.02 of 2020 dated May 8, 2020, concerning Approval of Amendment to the Articles of Association of Limited Liability Company PT Asuransi Jasa Raharja.

LOGO PERSEROAN
COMPANY'S LOGO

Logo sebagai identitas Perseroan merupakan bagian penting yang menjadi simbol utama sebuah Perseroan yang akan memberikan gambaran kepada masyarakat akan bisnis yang dijalankan. Logo dan penjelasan logo Perseroan adalah sebagai berikut:

Logo as the Company's identity is an important part of being the main symbol to portray the Company and its business activities to the public. The Company's logo and its description are as follows:

Secara visual, logo Jasa Raharja berbentuk lingkaran warna Biru Muda yang ditengahnya terdapat *typography* huruf "J" dan "R" serta didukung gambar imajinasi Empat Buah Payung berwarna putih, ditambah dengan tulisan JASA RAHARJA berwarna hitam.

Pada hakikatnya lambang PT Jasa Raharja secara keseluruhan melambangkan adanya suatu kebulatan tekad dan kesatuan sebagai perbuatan baik untuk mencapai kehidupan yang sejahtera dengan dilandasi Catur Bakti Ekakarsa Jasa Raharja yaitu Bakti kepada masyarakat, Bakti kepada Negara, Bakti kepada Perseroan, Bakti kepada Lingkungan dengan mengutamakan pemberi perlindungan disertai mengusahakan yang terbaik dalam pelayanan.

Visually, the Company's logo is a Light Blue circle shape with typography in the center of the letters "J" and "R" and supported by imaginary pictures of Four White Umbrellas and the writing of "JASA RAHARJA" in black.

Essentially, the symbol of PT Jasa Raharja (Pesero) as a whole symbolizes a determination and unity as good deed towards prosperous society based on Catur Bakti Ekakarsa Jasa Raharja, namely Dedication to the Community, Dedication to the Country, Dedication to the Company, and Dedication to the Environment by prioritizing protection provider and striving for the best in service.

Bentuk Lingkaran
Persatuan, kesatuan dan kebulatan tekad dalam melaksanakan tugas Perseroan.

Bentuk Bulat di Ujung
Meski terdiri dari cabang-cabang atau perwakilan namun PT Jasa Raharja tetap satu.

Inisial Huruf "J" dan "R"
Adalah huruf awal dari Jasa dan Raharja.

Warna Hitam
Melambangkan arti kejujuran dalam menjalankan tugas sesuai moto "Utama dalam Perlindungan, Prima dalam Pelayanan".

Warna Biru
Keteguhan, kesetiaan dalam pengabdian kepada Perseroan.

Warna Putih
Kesucian, ketulusan, kemurnian dan mengemban tugas-tugas Perseroan.

Secara keseluruhan, kesatuan visual logo Jasa Raharja berbentuk lingkaran warna Biru Muda yang di tengahnya terdapat *typography* huruf "J" dan "R" serta didukung gambar imajinasi Empat Buah Payung berwarna putih.

Makna Inisial *typography* huruf "J" dan "R" adalah huruf awal dari Jasa Raharja. Jasa diartikan perbuatan baik untuk menuju suatu kebaikan. Raharja diartikan suatu keadaan yang berkecukupan (Sejahtera). Secara ringkas makna JASA RAHARJA adalah: "Perbuatan baik untuk menuju suatu keadaan masyarakat yang sejahtera". Bentuk lingkaran adalah sebuah ungkapan adanya kebulatan tekad, kesatuan dalam mengemban Visi dan Misi Perseroan.

Circle shape
Unity and determination in executing the Company's missions.

Round shape at the end
Although consisting of numerous branches or representatives, PT Jasa Raharja remains one.

Initial letter "J" and "R"
is the beginning letter of the word "Jasa" and "Raharja".

Black Color
Symbolizing honesty in carrying out duties according to the motto, "Leading in Protection, Excellent in Services."

Blue Color
Symbolizing persistence and loyalty in the dedication to the Company.

White Color
Symbolizing purity, sincerity, clarity, and upholding duties of the Company.

Overall, the visual unity of Jasa Raharja logo is Light Blue circle shape with typography in the center of the letters "J" and "R" and supported by imaginary pictures of Four White Umbrellas.

The meaning of the typography letters "J" and "R" is the initial of Jasa Raharja. Jasa means good deed towards kindness. Raharja means a prosperous condition or welfare. In summary, JASA RAHARJA means: "Good deed towards prosperous society". The circle shape is an expression of determination and unity in conducting the Company's Vision and Missions.

BIDANG USAHA
LINE OF BUSINESS

Di dalam Pasal 3, Anggaran Dasar Perseroan, Jasa Raharja menyebutkan bahwa maksud dan tujuan didirikannya Perseroan adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi, jaminan sosial dan pembangunan nasional pada umumnya, khususnya di bidang asuransi kerugian dengan menyelenggarakan program asuransi sosial, dan optimalisasi pemanfaatan sumber daya Perseroan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Perseroan merinci secara lebih spesifik akan kegiatan usaha yang telah dijalankannya hingga akhir tahun 2020 dalam upaya pencapaian maksud dan tujuan perusahaan yaitu:

1. Melaksanakan asuransi kecelakaan penumpang alat angkutan umum sesuai dengan Undang-Undang No. 33 Tahun 1964 berikut peraturan pelaksanaannya dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga sesuai dengan Undang-Undang No. 34 Tahun 1964 berikut peraturan pelaksanaannya;
2. Mengadakan dan menutup perjanjian asuransi kendaraan bermotor dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga dalam hal kecelakaan alat angkutan;
3. Menerima pertanggungan tidak langsung untuk ditahan sendiri oleh Perseroan; dan
4. Melakukan kegiatan-kegiatan investasi dengan memperhatikan ketentuan peraturan perundang-undangan.

Seluruh kegiatan usaha Perseroan senantiasa memperhatikan peraturan dan perundang-undangan yang berlaku dan memberikan layanan sesuai dengan bidang usaha yang dijalani yaitu asuransi sosial:

Layanan yang Diberikan

1. Asuransi Kecelakaan Penumpang Alat Angkutan Umum yang dilaksanakan berdasarkan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang;
2. Asuransi Tanggung Jawab Menurut Hukum terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Perseroan melaksanakan asuransi kecelakaan penumpang alat angkutan umum sesuai dengan Undang-Undang No. 33 Tahun 1964 berikut peraturan pelaksanaannya dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga sesuai dengan Undang-Undang No. 34 Tahun 1964 berikut peraturan pelaksanaannya.

In Article 3 of the Company's Articles of Association, Jasa Raharja stated that the purpose and objective of establishing the Company was to participate in implementing and supporting Government policies and programs in the economic, social security and national development sectors in general, particularly in the field of loss insurance, by organizing social insurance programs, and optimizing the utilization of the Company's resources to produce high quality and highly competitive services in order to increase the value of the Company by applying the principles of Limited Liability Companies.

In details, the Company elaborates the business activities which have been conducted by Company until the end of 2020 in achieving the company's goals and objectives, namely:

1. Providing accident insurance for public transportation passengers in accordance with Law No. 33 of 1964 along with its implementation regulation and Liability Insurance Under the Law Against Third Parties implemented under the Law No. 34 of along with its implementation regulation;
2. Conducting and closing motor vehicle insurance agreements and Liability Insurance Under the Law Against Third Parties in the event of transportation accidents;
3. Receiving indirect insurance to be retained by the Company; and
4. Performing investment activities with regard to the prevailing laws and regulations.

All of the Company's business activities always pay attention to the prevailing laws and regulations, and provide services in accordance with the line of business undertaken, namely social insurance:

Services Provided

1. Accident Insurance for Public Transportation Passengers implemented under the Law No. 33 of 1964 concerning Passenger Accident Compulsory Insurance Fund;
2. Legal Third Party Liability Insurance implemented under the Law No. 34 of 1964 concerning Road Traffic Accident Fund.

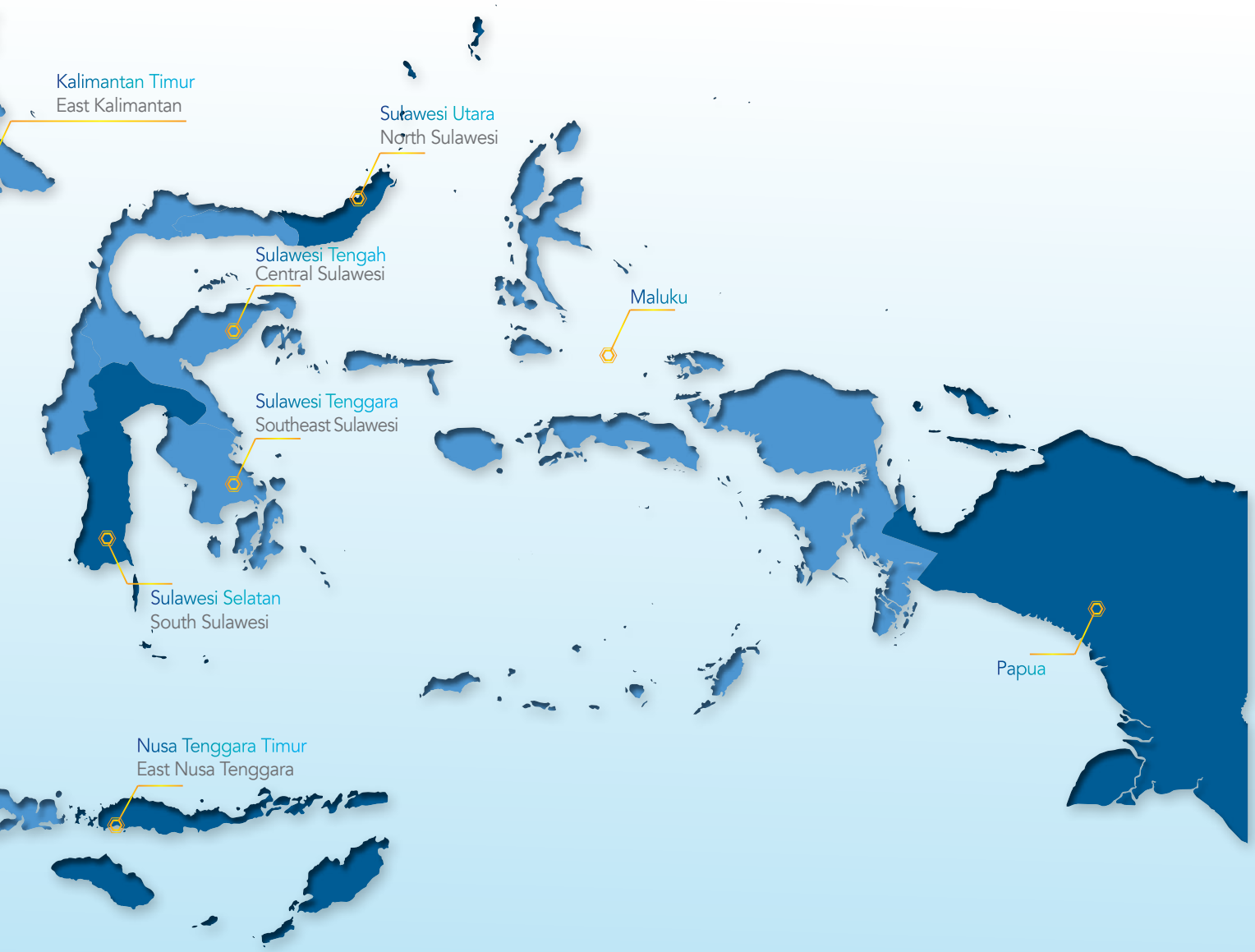
The Company carries out accident insurance for public transportation passengers in accordance with Law No. 33 of 1964 and its implementing regulations and Liability Insurance Under the Law Against Third Parties in accordance with Law No. 34 of 1964 and its implementing regulations.

WILAYAH OPERASIONAL PERUSAHAAN

THE COMPANY'S AREAS OF OPERATIONS

JARINGAN KANTOR
OFFICE NETWORK

1 Kantor Pusat | Head Office
29 Kantor Cabang | Branch Offices
63 Kantor Perwakilan | Representative Offices
37 Kantor Pelayanan Jasa Raharja (KPJR) | Jasa Raharja Service Office
1.667 Kantor Bersama SAMSAT | Joint Offices with SAMSAT


Kalimantan Timur
East Kalimantan
Sulawesi Utara
North Sulawesi
Sulawesi Tengah
Central Sulawesi
Maluku
Sulawesi Tenggara
Southeast Sulawesi
Sulawesi Selatan
South Sulawesi
Papua
Nusa Tenggara Timur
East Nusa Tenggara

VISI, MISI DAN BUDAYA PERSEROAN

THE COMPANY'S VISION, MISSION, AND CULTURE

Sejalan dengan perkembangan lingkungan Perseroan dan arah transformasi Perseroan yang tercantum pada Rencana Jangka Panjang Perusahaan (RJPP) 2019-2023, Perseroan melakukan penyesuaian atas rumusan visi dan misi Perusahaan yang dituangkan melalui Keputusan Direksi No. KEP/11/2021 tanggal 2 Februari 2021.

In line with the development of the Company and the direction of the Company's transformation as stated in the Company's Long-Term Plan (RJPP) 2019-2023, the Company made adjustments to the formulation of the Company's vision and mission as outlined in the Decree of the Board of Directors No. KEP/11/2021 on February 2, 2021.

Adapun visi dan misi Perseroan yang baru adalah sebagai berikut:

The new vision and mission of the Company are as follows:

Menjadi Perusahaan Tepercaya dalam Memberikan Perlindungan Dasar terhadap Risiko Kecelakaan dengan Pelayanan yang Terbaik.

To Be a Reliable Company in Providing Basic Protection towards Accident Risks with the Best Service.

Menyediakan Perlindungan Dasar yang Terintegrasi Secara Digital dan Didukung *Human Capital* yang Unggul Guna Menguatkan *Stakeholders Engagement*.

To Provide Digitally Integrated Basic Protection Supported by Advanced Human Capital to Strengthen Stakeholders Engagement.

VISI PERSEROAN MENGANDUNG LIMA DEFINISI UTAMA SEBAGAI BERIKUT:

Perusahaan

PT Jasa Raharja sebagai BUMN yang diamanahkan untuk menyelenggarakan Perlindungan Dasar sesuai dengan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, dan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Tepercaya

Menjaga kepercayaan pemerintah sebagai bentuk kehadiran negara dalam memberikan perlindungan dasar kepada masyarakat dengan didasarkan pada prinsip *Utmost Good Faith*, menjaga likuiditas, dengan menerapkan tata kelola perusahaan yang baik.

Perlindungan Dasar

Sejalan dengan *Memory van Toelechting* (MvT) dan naskah perumusan UU No. 33 dan 34 Tahun 1964 bahwa setiap orang harus mendapat perlindungan atas risiko kecelakaan dan setaraf dengan kemajuan teknik modern.

Risiko Kecelakaan

Risiko sebagaimana dimaksud dalam Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Pelayanan Terbaik

Komitmen untuk memberikan kemudahan dan pelayanan yang terbaik kepada masyarakat dengan mengimplementasikan PRIME (Proaktif, Ramah, Ikhlas, Mudah, Empati).

THE FIVE DEFINITION OF THE COMPANY'S VISION IS AS FOLLOWS:

The Company

PT Jasa Raharja as a State-Owned Enterprise was mandated to implement Basic Protection under Law No. 33 of 1964 concerning Passenger Accident Compulsory Insurance Fund and Law No. 34 of 1964 concerning Road Traffic Accident Fund.

Reliable

Maintaining the Government's trust as a form of the State's presence in providing Basic Protection to the public based on the principle of Utmost Good Faith, maintaining the liquidity by implementing good corporate governance principles.

Basic Protection

In line with Memory van Toelechting (MvT) and the formulation script of Law No. 33 and 34 of 1964 that everyone shall be protected against accident risks and it shall be tailored to the modern development.

Accident Risk

Risks as referred to by Law No. 33 of 1964 concerning Passenger Accident Compulsory Insurance Fund and Law No. 34 of 1964 concerning Road Traffic Accident Fund.

Best Services

The commitment to provide ease and the best service to the public by implementing the principle of PRIME (Proaktif, Ramah, Ikhlas, Mudah, Empati or Proactive, Friendly, Sincere, Easy, and Empathy).

MAKNA DARI MISI PERSEROAN ADALAH

Terintegrasi secara Digital

Dalam rangka mewujudkan pelayanan terbaik. PT Jasa Raharja akan bertransformasi untuk meningkatkan efektivitas proses bisnisnya melalui penggunaan teknologi informasi digital yang terintegrasi dalam menyajikan informasi yang tepat waktu dan dapat diandalkan dalam pengambilan keputusan.

Human Capital yang Unggul

PT Jasa Raharja menciptakan SDM yang unggul dalam menjalankan proses bisnis yang sesuai dengan kompetensi profesional yang diperoleh melalui implementasi *Human Capital Management* dengan memperhatikan kebutuhan dalam mendukung keberhasilan perusahaan mencapai visi dan misinya.

Stakeholders Engagement

Keterikatan dengan pemangku kepentingan dibangun dengan memberikan manfaat yang nyata melalui penerapan tata kelola perusahaan yang baik, pelayanan yang prima, kinerja keuangan yang kuat dan berdaya tahan tinggi serta berkontribusi dalam pembangunan industri perasuransian nasional.

THE DEFINITION OF THE COMPANY'S MISSION IS AS FOLLOWS

Digitally Integrated

In realizing the best service, the Company will transform to improve business process effectiveness through integrated digital information technology utilization in providing timely and reliable information for decision making process.

Advanced Human Resources

The Company creates advanced HR in carrying out the business activities in line with the professional competency obtained through the implementation of Human Capital Management that considers the requirements to support the Company's success achievement of vision and missions of the Company.

Stakeholders Engagement

Engagement with stakeholders is developed through delivering real benefits by implementing good corporate governance, prime service, strong and highly resilient financial performance, and contribution to the national insurance industry development.

BUDAYA PERSEROAN

CORPORATE CULTURE

TANGGAP
RESPONSIVE

Peka, proaktif dalam membantu masyarakat yang mendapat musibah kecelakaan lalu lintas.

Sensitive and proactive in helping the community experiencing traffic accidents.

TANGKAS
AGILE

Mampu melaksanakan tugas, mempunyai semangat kerja dan integritas yang tinggi, loyal dan profesional.

Able to carry out duties, having high morale and integrity, loyal and professional.

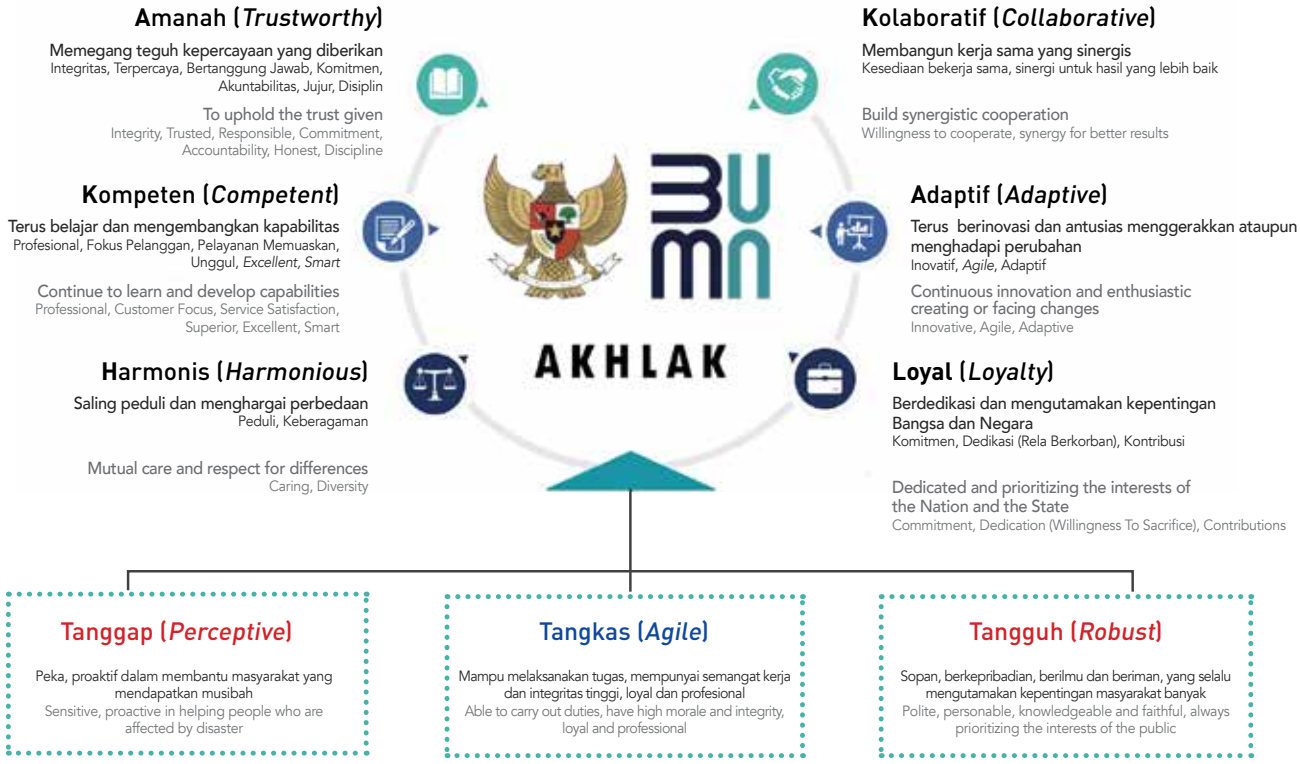
TANGGUH
FIRM

Sopan, berkepribadian, berilmu dan beriman serta selalu mengutamakan kepentingan masyarakat banyak.

Polite, personable, knowledgeable, and religious and always prioritizing the public interest.

Jasa Raharja telah melakukan internalisasi AKHLAK yang merupakan nilai-nilai utama (*core values*) BUMN yang telah ditetapkan oleh Kementerian BUMN melalui Surat Edaran Nomor SE-7/MBU/2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara.

Jasa Raharja has internalized AKHLAK which are the core values of SOEs as stipulated by the Ministry of SOEs through Circular Number SE-7/MBU/2020 concerning Core Values of Human Resources of State-Owned Enterprises.



KEBIJAKAN MUTU, KREDO JASA RAHARJA DAN *TAGLINE*

Perseroan juga memiliki kebijakan mutu, Kredo Jasa Raharja, PRIME dan *Tagline* yang senantiasa memotivasi seluruh elemen Perusahaan untuk mengoptimalkan semua potensi demi terwujudnya lima (5) prinsip layanan yang didambakan masyarakat.

Kebijakan Mutu

Menerapkan sistem kerja terpadu dengan menjadikan mutu terbaik sebagai budaya kerja untuk mendukung kegiatan perusahaan yang efisien dan produktif.

Kredo

- Bertaqwa kepada Tuhan Yang Maha Esa dan Berakhlak Mulia;
- Mengutamakan kepuasan pelanggan;
- Bersikap jujur, profesional dan disiplin.

Tagline

"Utama dalam Perlindungan Prima dalam Pelayanan".

QUALITY POLICY, JASA RAHARJA CREDOS AND TAGLINE

The Company also has quality policy, Jasa Raharja Credos, PRIME, and Tagline that always motivates all elements of the Company to optimize all the potential resources for the creation of five (5) principles of services desired by the public.

Quality Policy

Implementing integrated working systems by making the best quality as a work culture to support the Company's efficient and productive activities.

Credos

- God-fearing and noble;
- Customer satisfaction;
- Honest, professional, and discipline.

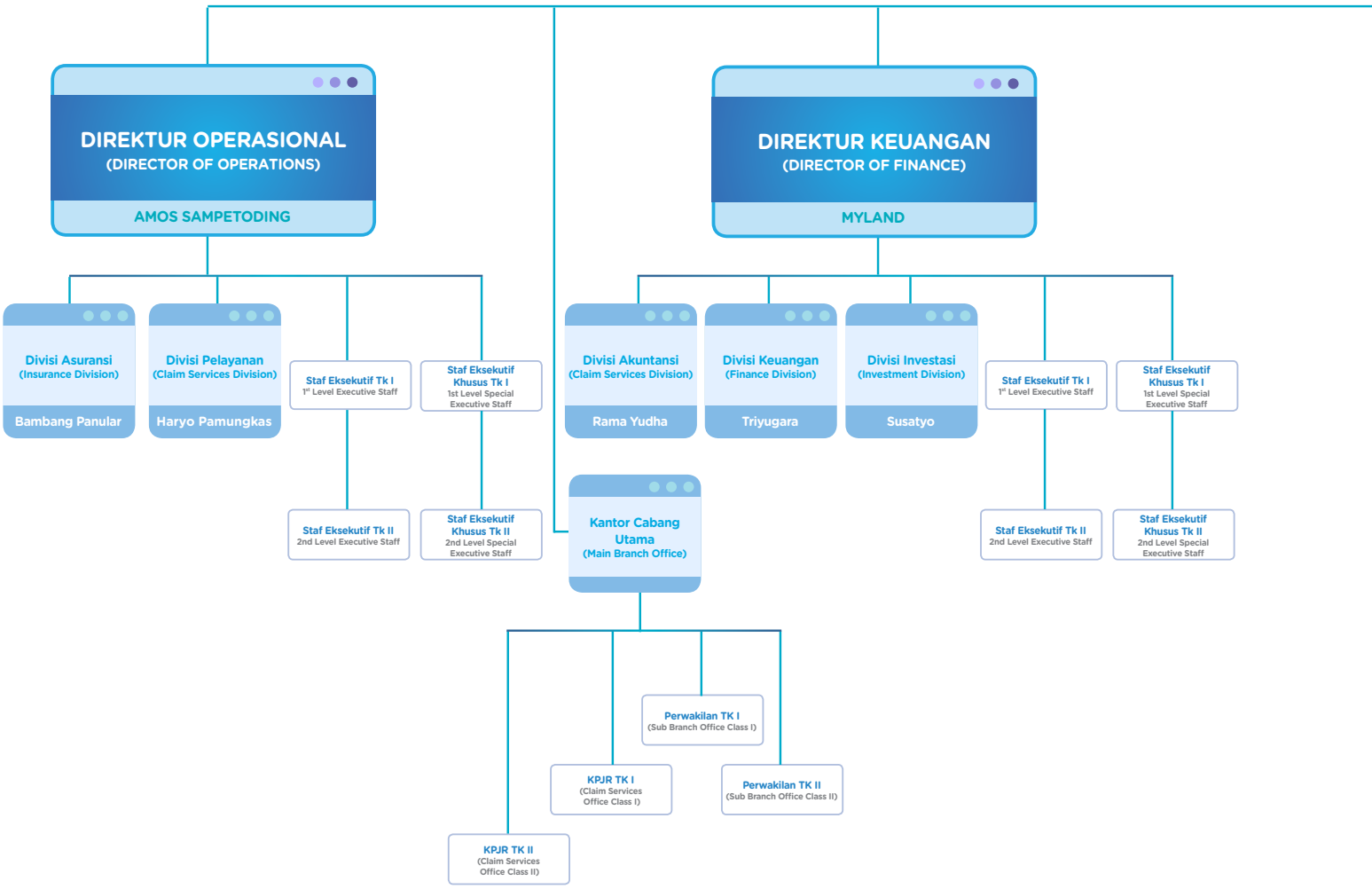
Tagline

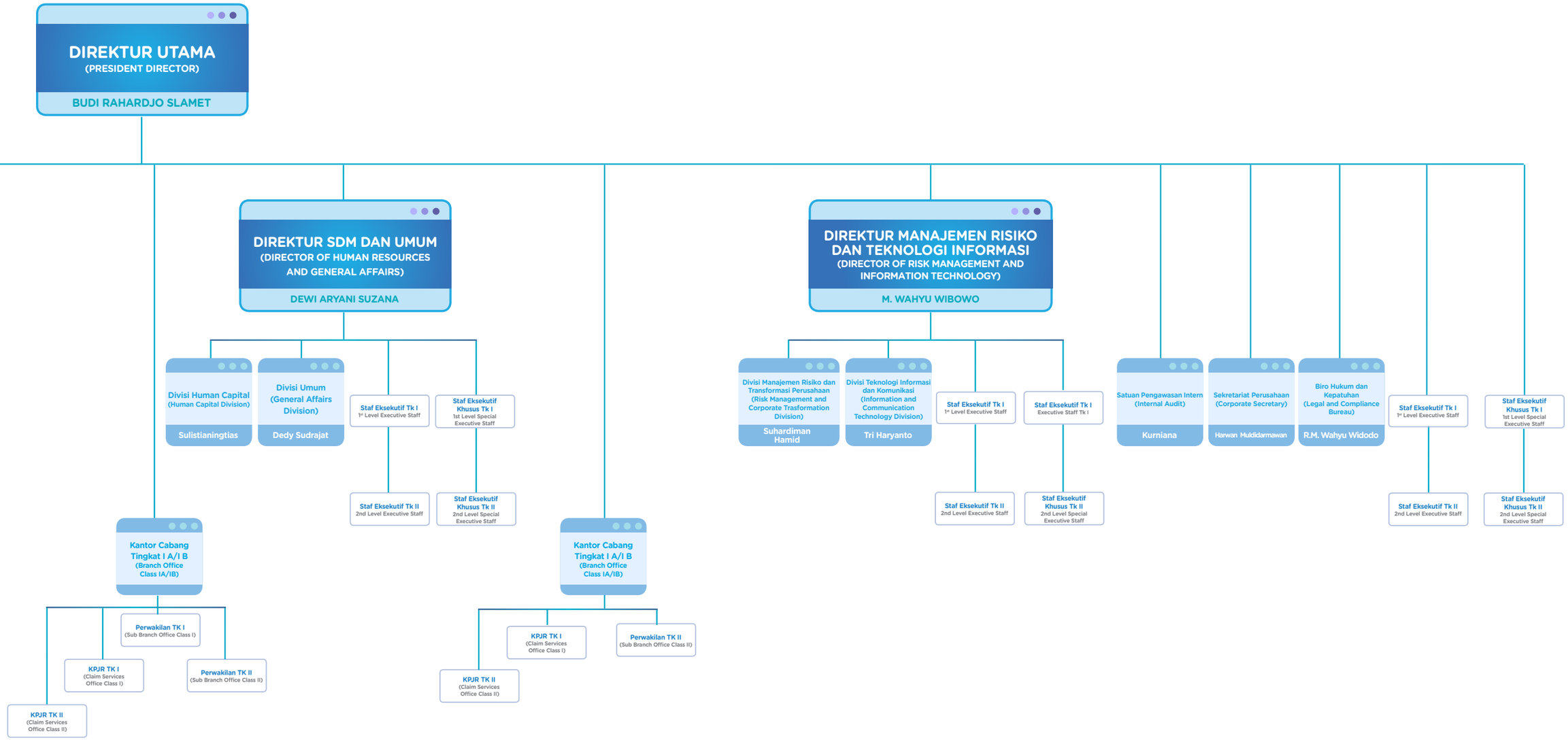
"Leading in Protection, Excellent in Service."

STRUKTUR ORGANISASI
ORGANIZATION STRUCTURE

Sesuai dengan Keputusan Direksi KEP/299/210 tanggal 27 Desember 2019 tentang Struktur Organisasi Perseroan yang disahkan pada 27 Desember 2019, Struktur Organisasi Jasa Raharja pada 31 Desember 2020 adalah sebagai berikut:

In line with Decree of the KEP/299/210 dated December 27, 2019 concerning the Company's Organization Structure ratified dated December 27, 2019, the Company's Organization Structure as of December 31, 2020 is as follows:




DIREKTUR UTAMA
(PRESIDENT DIRECTOR)
BUDI RAHARDJO SLAMET
DIREKTUR SDM DAN UMUM
(DIRECTOR OF HUMAN RESOURCES AND GENERAL AFFAIRS)
DEWI ARYANI SUZANA
DIREKTUR MANAJEMEN RISIKO DAN TEKNOLOGI INFORMASI
(DIRECTOR OF RISK MANAGEMENT AND INFORMATION TECHNOLOGY)
M. WAHYU WIBOWO
Divisi Human Capital (Human Capital Division)
Sulistianingtias
Divisi Umum (General Affairs Division)
Dedy Sudrajat
Staf Eksekutif Tk I
1st Level Executive Staff
Staf Eksekutif Khusus Tk I
1st Level Special Executive Staff
Staf Eksekutif Tk II
2nd Level Executive Staff
Staf Eksekutif Khusus Tk II
2nd Level Special Executive Staff
Kantor Cabang Tingkat I A/I B
(Branch Office Class IA/IB)
Perwakilan TK I
(Sub Branch Office Class I)
KPJR TK I
(Claim Services Office Class I)
Perwakilan TK II
(Sub Branch Office Class II)
KPJR TK II
(Claim Services Office Class II)
Kantor Cabang Tingkat I A/I B
(Branch Office Class IA/IB)
KPJR TK I
(Claim Services Office Class I)
Perwakilan TK II
(Sub Branch Office Class II)
KPJR TK II
(Claim Services Office Class II)
Divisi Manajemen Risiko dan Transformasi Perusahaan (Risk Management and Corporate Trasformation Division)
Suhardiman Hamid
Divisi Teknologi Informasi dan Komunikasi (Information and Communication Technology Division)
Tri Haryanto
Staf Eksekutif Tk I
1st Level Executive Staff
Staf Eksekutif Tk I
Executive Staff Tk I
Staf Eksekutif Tk II
2nd Level Executive Staff
Staf Eksekutif Khusus Tk II
2nd Level Special Executive Staff
Satuan Pengawasan Intern (Internal Audit)
Kurniana
Sekretariat Perusahaan (Corporate Secretary)
Harwan Muldidarmawan
Biro Hukum dan Kepatuhan (Legal and Compliance Bureau)
R.M. Wahyu Widodo
Staf Eksekutif Tk I
1st Level Executive Staff
Staf Eksekutif Khusus Tk I
1st Level Special Executive Staff
Staf Eksekutif Tk II
2nd Level Executive Staff
Staf Eksekutif Khusus Tk II
2nd Level Special Executive Staff

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS

BUDI SETIYADI
Komisaris Utama
President Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	58 Tahun	58 Years Old
Domisili Domicile	Purwokerto, Jawa Tengah	Purwokerto, Central Java
Pendidikan Education	• Akademi Kepolisian Republik Indonesia (AKPOL) tahun 1985 • S1 Hukum, Universitas Swadaya Gunung Djati, Cirebon tahun 1993 • S2 Magister Ilmu Administrasi, Universitas 17 Agustus 1945, Surabaya tahun 1999	• Indonesian National Police Academy (AKPOL) year 1985. • Bachelor of Law, Swadaya Gunung Djati University, Cirebon, 1993. • Master of Administration, University of 17 August 1945, Surabaya, 1999.
Riwayat Pekerjaan Work Experience	• Kapolres Lahat, Sumatera Selatan pada tahun 2001 • Kapolres Ogan Komering Ulu, Sumatera Selatan pada tahun 2003 • Direktur Lalu Lintas Polda Maluku tahun 2005 • Direktur Lalu Lintas Polda Riau tahun 2007 • Kaorum Settama, Lembaga Pertahanan Nasional tahun 2013	• Chief of Lahat Police Department, South Sumatera, 2001. • Chief of Ogan Komering Ulu Police Department, South Sumatera, 2003. • Traffic Director of Maluku Regional Police, 2005. • Traffic Director of Riau Regional Police, 2007. • Head of General Bureau of Main Secretariat, National Defense Agency, 2013
Rangkap Jabatan Concurrent Position	Direktur Jenderal Perhubungan Darat Kementerian Perhubungan 2017-sekarang	Director General of Land Transportation, Ministry of Transportation 2017 – present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 tanggal 20 Juli 2018	Decree of the Minister of State-Owned Enterprises No. SK-214/MBU/07/2018 dated July 20, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder.

ANTONIUS
Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	64 Tahun	64 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• Akademi Akuntansi Jayabaya, Jakarta tahun 1981 • S1 Manajemen Perusahaan, Universitas Krisnadwipayana, Jakarta tahun 1987 • Master of Business Administration, International University of Japan, Niigata, Jepang tahun 1999	• Accounting Academy Jayabaya, Jakarta, 1981 • Bachelor of Corporate Management, Krisnadwipayana University, Jakarta, 1987 • Master of Business Administration, International University of Japan, Niigata, Japan, 1999
Riwayat Pekerjaan Work Experience	• Sekretaris Dewan Komisaris Bank Mandiri tahun 1999-2011 • Komisaris PT Permodalan Nasional Madani Venture Capital tahun 2000-2011 • Komisaris PT Pupuk Kalimantan Timur tahun 2011-2013 • Direktur Keuangan Perum Percetakan Uang RI tahun 2012-2017	• Secretary of the Board of Commissioners of Bank Mandiri, 1999-2011 • Commissioner of PT Permodalan Nasional Madani Venture Capital, 2000-2011 • Commissioner of PT Pupuk Kalimantan Timur, 2011-2013 • Director of Finance of the State Owned Enterprise for Banknotes Printing and Minting of The Republic of Indonesia, 2012-2017
Rangkap Jabatan Concurrent Position	Tidak Ada	None
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-12/MBU/01/2018 tanggal 16 Januari 2018	Decree of the Minister of State-Owned Enterprises No. SK-12/MBU/01/2018 dated January 16, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder.

SUPRIANTO

Komisaris
Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	55 Tahun	55 Years Old
Domisili Domicile	Bekasi	
Pendidikan Education	• Diploma III/Akuntansi, Sekolah Tinggi Akuntansi Negara (STAN) Jakarta, lulus tahun 1987 • Diploma IV/Akuntansi , Sekolah Tinggi Akuntansi Negara (STAN) Jakarta, lulus tahun 1993 • Magister Administrasi Publik, Universitas Gadjah Mada, Yogyakarta, lulus tahun 2005	• Diploma III in Accounting, State Polytechnic of Finance, Jakarta, graduated in 1987 • Diploma IV in Accounting, State Polytechnic of Finance, Jakarta, graduated in 1993 • Master of Public Administration, Gajah Mada University, Yogyakarta, graduated in 2005
Riwayat Pekerjaan Work Experience	• Kepala Sub Direktorat pada Deputi Pengawasan Bidang Penyelenggaraan Keuangan Daerah BPKP, Jakarta 2012-2015 • Auditor Madya pada Inspektorat Kementerian Sekretariat Negara dan Tim Staf Khusus Menteri Sekretariat Negara Bidang Tata Kelola Pemerintahan tahun 2015-2016 • Komisaris PT Permodalan Nasional Madani (Pesero) 2017-2018	• Head of Sub-Directorate in Regional Financial Execution Monitoring (BPKP) Jakarta, 2012-2015 • Intermediate Auditor in the Ministry of State Secretariat Inspectorate and Special Staff Team of Ministry of State Secretariat in Government Governance Sector, 2015-2016 • Commissioner of PT Permodalan Nasional Madani (Persero) 2017-2018
Rangkap Jabatan Concurrent Position	Inspektur pada Inspektorat Kementerian BUMN 2016-sekarang	Inspector of the Inspectorate of the Ministry of State-Owned Enterprises, 2016-present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 tanggal 20 Juli 2018	Decree of the Minister of State-Owned Enterprises No. SK-214/MBU/07/2018 dated July 20, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

HUMANIATI

Komisaris
Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	59 Tahun	59 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	Sarjana Psikologi , Universitas Gadjah Mada, Lulus tahun 1986	Bachelor of Psychology, Gadjah Mada University, Graduated in 1986
Riwayat Pekerjaan Work Experience	Kepala bagian Pengembangan SDM, Biro SDM, Sekretaris Jenderal Kementerian Keuangan RI 2004-2013	Head of HR Development Division, HR Bureau, Secretary General of Ministry of Finance of the Republic of Indonesia (2004-2013)
Rangkap Jabatan Concurrent Position	• Kepala Biro SDM, Sekretaris Jenderal Kementerian Keuangan RI 2013-sekarang • Anggota Dewan Pengawas, Rumah Sakit Jantung dan Pembuluh Darah Harapan Kita 2015-sekarang	• Head of HR Bureau, Secretary General of Ministry of Finance of the Republic of Indonesia (2013-present) • Member of the Supervisory Board, National Cardiovascular Center Harapan Kita, 2015-present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-239/MBU/10/2019 tanggal 17 Oktober 2019	Decree of the Minister of State-Owned Enterprises No. SK-239/MBU/10/2019 dated October 17, 2019
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

RIMAWAN PRADIPTYO*

Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	51 Tahun	51 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• Sarjana Ilmu Ekonomi dan Studi Pembangunan, Universitas Gadjah Mada Lulus tahun 1993 • MSc *in Economics, Department of Economics and Related Studies*, York University, UK, Lulus tahun 2002 • PhD *in Economics di Department of Economics and Related Studies*, York University, UK, Lulus tahun 2008	• Bachelor of Economics and Development Studies, Universitas Gadjah Mada, Graduated in 1993 • MSc in Economics, Department of Economics and Related Studies, York University, UK, Graduated in 2002 • PhD in Economics at Department of Economics and Related Studies, York University, UK, Graduated in 2008
Riwayat Pekerjaan Work Experience	• Deputi Direktur Penelitian, FEB Universitas Gadjah Mada 2011-2015 • Komisaris Utama, PT Taman Candi Borobudur, Prambanan dan Ratu Boko (PT TWC) 2015-2017 • Komisaris, PT Asuransi Jasa Indonesia (Jasindo) September 2017-November 2020.	• Deputy Director of Research, Faculty of Economics and Business, Universitas Gadjah Mada 2011-2015 • President Commissioner, PT Taman Candi Borobudur, Prambanan and Ratu Boko (PT TWC) 2015-2017 • Commissioner, PT Asuransi Jasa Indonesia (Jasindo) September 2017-November 2020.
Rangkap Jabatan Concurrent Position	Ketua Departemen Ilmu Ekonomi - FEB Universitas Gadjah Mada 2018-sekarang	Head of Department of Economics - Faculty of Economics and Business Universitas Gadjah Mada, 2018-present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-375/MBU/11/2020 tanggal 18 November 2020	SOE Minister Decree No. SK-375/MBU/11/2020 dated November 18, 2020
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

*) Masih dalam tahap Penilaian Kemampuan dan Kepatutan oleh Otoritas Jasa Keuangan (OJK).
*) Still in the stage of Fit and Proper Test by the Financial Services Authority (OJK).

DYAH KARTIKA RINI*

Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	49 Tahun	49 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• Sarjana Ekonomi Manajemen, Universitas Indonesia, lulus tahun 1997 • Pascasarjana Manajemen Komunikasi, Ilmu Sosial dan Ilmu Politik Universitas Indonesia lulus tahun 2002	• Bachelor of Management Economics, University of Indonesia, graduated in 1997 • Postgraduate in Communication Management, Social Sciences and Political Science, University of Indonesia, graduated in 2002
Riwayat Pekerjaan Work Experience	Komisaris Independen di PT Danareksa (Persero), 2015-2020	Independent Commissioner at PT Danareksa (Persero), 2015 -2020
Rangkap Jabatan Concurrent Position	Tidak Ada	None
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-346/MBU/10/2020 tanggal 26 Oktober 2020	SOE Minister Decree No. SK-346/MBU/10/2020 October 26, 2020
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

*) Masih dalam tahap Penilaian Kemampuan dan Kepatutan oleh Otoritas Jasa Keuangan (OJK).
*) Still in the stage of Fit and Proper Test by the Financial Services Authority (OJK).

SETYA UTAMA*

Komisaris
Commissioner

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	53 tahun	53 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• Sarjana Jurusan Administrasi dari Universitas Gadjah Mada tahun 1993 • Sarjana Jurusan Administrasi Negara dari Universitas Indonesia tahun 2002	• Bachelor of Administration, Gadjah Mada University, 1993 • Bachelor of State Administration, University of Indonesia, 2002
Riwayat Pekerjaan Work Experience	• Kepala Sub bagian Kenaikan Pangkat dan Gaji di Sekretariat Kabinet Tahun 1998-2000 • Kepala Sub bagian Kepangkatan Non Departemen di Sekretariat Kabinet tahun 2000-2004 • Kepala Bagian Pengadaan dan Mutasi Kekaryawanan di Sekretariat Negara tahun 2004-2005 • Kepala Bagian Mutasi Kekaryawanan di Biro Kepegawaian, Deputi Menteri Sekretaris Negara Bidang Sumber Daya Manusia tahun 2005-2011 • Kepala Biro Kepegawaian Deputi Bidang Sumber Daya Manusia Kementerian Sekretariat Negara tahun 2011-2015	• Head of Promotion and Salary Subdivision, Cabinet Secretariat, 1998-2000 • Head of Non-Departmental Position Subdivision, Cabinet Secretariat, 2000-2004 • Head of Procurement and Employee Transfer Division, State Secretariat, 2004-2005 • Head of Employee Transfer Division, Bureau of Employment, Deputy of Human Resource, Ministry of State Secretariat, 2005-2011 • Head of Employment Bureau, Deputy of Human Resource, Ministry of State Secretariat, 2011-2015
Rangkap Jabatan Concurrent Position	Sekretaris Kementerian Sekretariat Negara tahun 2015-sekarang	Secretary of the Ministry of State Secretariat, 2015-present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK196/MBU/ 8 /2016 tanggal 30 Agustus 2016.	Decree of the Minister of State-Owned Enterprise No. SK196/MBU/8/2016 dated August 30, 2016
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

*Berhenti pada tanggal 18 November 2020

*Dismissed on November 18, 2020

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS

BUDI RAHARDJO SLAMET*
Direktur Utama
President Director

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	61 Tahun	61 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• Sarjana Muda, Akademi Akuntansi Jayabaya, Jakarta tahun 1983 • S1 Ekonomi, Universitas Krisnadwipayana, Jakarta tahun 1988 • Magister Manajemen, Universitas Gajayana, Malang tahun 1998	• Bachelor, Jayabaya Accounting Academy, Jakarta, 1983 • Bachelor of Economics, Krisnadwipayana University, Jakarta, 1988 • Master of Management, Gajayana University, Malang, 1998
Riwayat Pekerjaan Work Experience	• Kepala Divisi Umum PT Jasa Raharja (Persero) tahun 2008-2010 • Kepala Divisi Keuangan PT Jasa Rahardja (Persero) tahun 2010-2011 • Kepala Divisi Pencegahan dan Pelayanan PT Jasa Rahardja (Persero) tahun 2011-2012 • Kepala Satuan Pengawas Intern PT Jasa Rahardja (Persero) tahun 2012-2013 • Direktur Operasional PT Jasa Rahardja (Persero) tahun 2013-2018	• Head of General Affairs Division, PT Jasa Raharja (Persero), 2008–2010 • Head of Finance Division, PT Jasa Raharja (Persero), 2010–2011 • Head of Prevention and Service Division, PT Jasa Raharja (Persero), 2011–2012 • Head of Internal Audit Unit, PT Jasa Raharja (Persero, 2012–2013 • Director of Operations, PT Jasa Raharja (Persero) 2013–2018
Rangkap Jabatan Concurrent Position	Tidak Ada	None
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-20/MBU/01/2018 tanggal 18 Januari 2018	Decree of the Minister of State-Owned Enterprises No. SK-20/MBU/01/2018 dated January 18, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

*Menjabat hingga 17 Juni 2021

*Held the position until June 17, 2021

AMOS SAMPETODING

Direktur Operasional
Director of Operations

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	57 Tahun	57 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• S1 Ekonomi, Universitas Hasanuddin tahun 1988 • Magister Management, Sekolah Tinggi Ilmu Manajemen (LPMI) tahun 2004	• Bachelor of Economics, Hasanuddin University, 1988 • Master of Management, College of Management (LPMI), 2004
Riwayat Pekerjaan Work Experience	• Kepala Cabang Papua PT Jasa Raharja (Persero) tahun 2007-2009 • Kepala Cabang Sumatera Selatan PT Jasa Raharja (Persero) tahun 2009-2010 • Kepala Divisi Manajemen Risiko Penelitian dan Pengembangan PT Jasa Raharja (Persero) tahun 2010-2011 • Direktur Operasional PT Aru Raharja tahun tahun 2011-2012 • Kepala Divisi Asuransi PT Jasa Raharja (Persero) tahun 2012-2018 • Komisaris Utama PT Aru Raharja tahun 2016-2019	• Head of Papua Branch of PT Jasa Raharja (Persero) 2007–2009 • Head of South Sumatera Branch of PT Jasa Raharja (Persero) 2009–2010 • Head of Risk Management and Research and Development Division of PT Jasa Raharja (Persero) 2010-2011 • Director of Operations PT Aru Raharja, 2011-2012 • Head of Insurance Division of PT Jasa Raharja, 2012–2018 • President Commissioner PT Aru Raharja, 2016-2019
Rangkap Jabatan Concurrent Position	Tidak Ada	None
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-226/MBU/08/2018 tanggal 14 Agustus 2018	Decree of the Minister of State-Owned Enterprises No. SK-226/MBU/08/2018 dated August 14, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

MYLAND

MYLAND
Direktur Keuangan
Director of Finance

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	56 Tahun	56 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• S1 Jurusan Sosial Ekonomi Pertanian, Institut Pertanian Bogor (IPB) tahun 1989 • S2 *Master of Management – Corporate Finance* Universitas Gadjah Mada tahun 1992	• Bachelor of Agriculture Economics, Bogor Institute of Agriculture, 1989 • Master of Management, Corporate Finance Gadjah Mada University, 1992
Riwayat Pekerjaan Work Experience	• Direktur Distribusi PT AXA Mandiri Financial Services tahun 2006-2009 • Senior Vice President, PT Bank Mandiri (Persero) Tbk. tahun 2010-2017 • Komisaris, PT AXA Mandiri Financial Services tahun 2014-2016. • Komisaris Utama PT AXA Mandiri Financial Services tahun 2016-2018 • Executive Vice President, PT Bank Mandiri (Persero) Tbk. 2017-2018.	• Director of Distribution, PT AXA Mandiri Financial Services, 2006-2009 • Senior Vice President, PT Bank Mandiri (Persero) Tbk. 2010-2017 • Commissioner, PT AXA Mandiri Financial Services, 2014-2016 • President Commissioner, PT AXA Mandiri Financial Services, 2016-2018 • Executive Vice President, PT Bank Mandiri (Persero) Tbk. 2017-2018
Rangkap Jabatan Concurrent Position	Komisaris Utama PT Jasaraharja Putera tahun 2018-sekarang	President Commissioner of PT Jasaraharja Putera 2018 – present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-20/MBU/01/2018 tanggal 18 Januari 2018	Decree of the Minister of State-Owned Enterprises No. SK-20/MBU/01/2018 dated January 18, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

M. WAHYU WIBOWO*

Direktur Manajemen Risiko dan Teknologi Informasi
Director of Risk Management and Information Technology

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	62 tahun	62 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• S1 Ekonomi dari Universitas Udayana Bali tahun 1986 • S2 Magister Manajemen Sekolah Tinggi Manajemen Prasetiya Mulya, Jakarta tahun 1994 • S3 Manajemen Pendidikan dari Universitas Negeri Jakarta tahun 2018	• Bachelor of Economics, Udayana University Bali, 1986 • Master of Management, Prasetiya Mulya College of Management, Jakarta, 1994 • Doctor of Educational Management, Jakarta State University, 2018
Riwayat Pekerjaan Work Experience	• Direktur Keuangan dan Investasi Dana Pensiun Jasa Raharja (DPJR) tahun 2006-2008 • Direktur Corporate PT Jasaraharja Putera tahun 2008-2011 • Direktur Marketing PT Jasaraharja Putera tahun 2011-2012 • Kepala Divisi Sistem Informasi Perusahaan PT Jasa Raharja (Persero) 2012-2013 • Dewan Komisaris PT Jasaraharja Putera 2014-2017	• Director of Finance and Investment, Dana Pensiun Jasa Raharja (DPJR), 2006–2008 • Director of Corporate, PT Jasaraharja Putera, 2008–2011 • Director of Marketing, PT Jasaraharja Putera, 2011–2012 • Head of Corporate Information System Division, PT Jasa Raharja (Persero), 2012–2013 • Commissioner, PT Jasaraharja Putera, 2014–2017
Rangkap Jabatan Concurrent Position	Dewan Pengawas Dana Pensiun Jasa Raharja (DPJR) tahun 2017-sekarang	Supervisory Board of Dana Pensiun Jasa Raharja (DPJR), 2017–present
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri Negara BUMN No. SK-24/MBU/2013 tanggal 18 Januari 2013 dan Keputusan Menteri BUMN No. SK-20/MBU/01/2018 tanggal 18 Januari 2018	Decree of the Minister of State-Owned Enterprises No. SK-24/MBU/2013 dated January 18, 2013 and Decree of the Minister of State-Owned Enterprises No. SK-20/MBU/01/2018 dated January 18, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

*Menjabat hingga 17 Juni 2021

*Held the position until June 17, 2021

DEWI ARYANI SUZANA

Direktur SDM & Umum
Director of HR & General Affairs

Kewarganegaraan Citizenship	Indonesia	
Usia (tahun) Age	55 Tahun	55 Years Old
Domisili Domicile	Jakarta	
Pendidikan Education	• S1 Jurusan Administrasi Bisnis Sekolah Tinggi Ilmu Administrasi tahun 2002 • S2 Jurusan Ilmu Komunikasi Uniersitas Sahid tahun 2010	• Bachelor's Degree - graduated from Sekolah Tinggi Ilmu Administrasi majoring in Business Administration in 2002 • Master's Degree - graduated from Universitas Sahid majoring in Communication in 2010
Riwayat Pekerjaan Work Experience	• Kepala Unit Keuangan Kantor Cabang Utama Ritel PT Asuransi Jasa Indonesia (Persero) 2004-2007 • Kepala Unit Keuangan Kantor Cabang Utama Korporasi PT Asuransi Jasa Indonesia (Persero) 2007-2012 • Kepala Divisi Teknologi Informasi PT Asuransi Jasa Indonesia (Persero) 2012-2018	• Head of Finance, Retail Head Office, PT Asuransi Jasa Indonesia (Persero) 2004–2007 • Head of Finance, Corporate Head Office, PT Asuransi Jasa Indonesia (Persero) 2007–2012 • Head of Information Technology Division, PT Asuransi Jasa Indonesia (Persero) 2012–2018
Rangkap Jabatan Concurrent Position	Tidak Ada	None
Dasar Pengangkatan Basis of Appointment	Keputusan Menteri BUMN No. SK-226/MBU/08/2018 tanggal 14 Agustus 2018	Decree of the Minister of State-Owned Enterprises No. SK-226/MBU/08/2018 dated August 14, 2018
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali	Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with the Controlling Shareholder

PROFIL PEJABAT EKSEKUTIF

PROFILE OF EXECUTIVE OFFICER

Harwan Muldidarmawan

Sekretaris Perusahaan
Corporate Secretary

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	44 Tahun 44 Years Old
Riwayat Pendidikan Educational Background	• S1 Akuntansi, Universitas Trisakti (1999) • S2 Manajemen Keuangan, Universitas Indonesia (2008) • Bachelor of Accounting, Trisakti University (1999) • Master of Finance Management, University of Indonesia (2008)
Riwayat Pekerjaan Work Experience	• Sekretaris Perusahaan, Juni 2018-Sekarang • Kepala Cabang Jawa Tengah, April 2017-Juni 2018 • Kepala Cabang Sumatera Utara, Mei 2016-April 2017 • Kepala Cabang Sumatera Barat, Oktober 2015-Mei 2016 • Corporate Secretary, June 2018–Present • Head of Central Java Branch, April 2017–June 2018 • Head of North Sumatera Branch, May 2016–April 2017 • Head of West Sumatera Branch, October 2015–May 2016
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Suhardiman Hamid

Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan
Head of Risk Management and Corporate Transformation Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	50 Tahun 50 Years Old
Riwayat Pendidikan Educational Background	• S1 Manajemen Keuangan, Sekolah Tinggi Ilmu Manajemen Kosgoro (1999) • S2 Asuransi, Universitas Gunadarma, Jakarta (2015) • Bachelor Degree in Financial Management, Kosgoro College of Management (1999) • Master of Insurance, Gunadarma University, Jakarta, (2015)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan, Juli 2020-sekarang • Staf Eksekutif Tk. I, Januari 2020–Juli 2020 • Fungsional Utama Tk. I, April 2018-Januari 2020 • Underwriter Utam Tk. II, November 2014-April 2018 • Head of Risk Management and Corporate Transformation Division, July 2020-present • Level I Executive Staff, January 2020–July 2020 • Level I Main Functional, April 2018-January 2020 • Level II Principal Underwriter, November 2014-April 2018
Dasar Hukum Pengangkatan Legal Basis of Appointment	HC/62/III/2020

Haryo Pamungkas

Kepala Divisi Pelayanan
Head of Claim Services Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	51 Tahun 51 Years Old
Riwayat Pendidikan Educational Background	• S1 Ekonomi Manajemen, Universitas Persada Indonesia Y.A.I (1996) • S2 Hukum Ekonomi, Universitas Muslim Indonesia (2004) • Bachelor Degree in Management Economics, Universitas Persada Indonesia Y.A.I (1996) • Master's Degree in Economic Law, Indonesian Muslim University (2004)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Pelayanan, Juli 2020-sekarang • Kepala Cabang Jawa Tengah, Mei 2019-Juli 2020 • Kepala Cabang Banten, Maret 2018-Mei 2019 • Kepala Cabang Papua, Oktober 2017-Maret 2018 • Head of Claim Services Division, July 2020-present • Head of Central Java Branch, May 2019-July 2020 • Head of Banten Branch, March 2018-May 2019 • Head of Papua Branch, October 2017-March 2018
Dasar Hukum Pengangkatan Legal Basis of Appointment	HC/62/III/2020

R.M. Wahyu Widodo

Kepala Biro Hukum dan Kepatuhan
Head of Legal and Compliance Bureau

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	53 Tahun 53 Years Old
Riwayat Pendidikan Educational Background	• S1 Hukum, Universitas Indonesia (1991) • S2 Hukum, Universitas Pancasila (2007) • Bachelor of Law, University of Indonesia (1991) • Master of Law, Pancasila University (2007)
Riwayat Pekerjaan Work Experience	• Kepala Biro Hukum dan Kepatuhan, Januari 2019-sekarang • Kepala Cabang D.I. Yogyakarta, April 2017-Januari 2019 • Kepala Cabang Kepulauan Bangka Belitung, Juli 2016-April 2017 • Kepala Urusan MR Bidang Operasional, SDM dan Umum Oktober 2015-Juli 2016 • Head of Legal and Compliance Bureau, January 2019-Present • Head of D. I. Yogyakarta Branch, April 2017-January 2019 • Head of Bangka Belitung Islands Branch, July 2016-April 2017 • Head of Risk Management Affairs for Operations, HR, and GA, October 2015-June 2016
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/89/2020

Triyugara

Kepala Divisi Keuangan
Head of Finance Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	52 Tahun 52 Years Old
Riwayat Pendidikan Educational Background	• S1 Ilmu Sosial, Universitas Indonesia (1992) • S2 Manajemen Keuangan, Universitas Gadjah Mada (2003) • Bachelor of Social Science, University of Indonesia (1992) • Master of Finance Management, Gajah Mada University (2003)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Keuangan, November 2017-sekarang • Pjt. Kepala Divisi Keaungan, Oktober 2016-November 2017 • Kepala Cabang Jawa Timur, Mei 2016-Oktober 2016 • Kepala Cabang Jawa Tengah, September 2015-Mei 2016 • Head of Finance Division, November 2017-present • Acting Head of Finance Division, October 2016-November 2017 • Head of East Java Branch, May 2016-October 2016 • Head of Central Java Branch, September 2015-May 2016
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Tri Haryanto

Kepala Divisi Teknologi Informasi dan Komunikasi
Head of Information and Communication Technology Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	54 Tahun 54 Years Old
Riwayat Pendidikan Educational Background	• S2 Ilmu Komputer, Universitas Indonesia • S1 Manajemen Informatika, Universitas Gunadarma • Master of Computer Science, University of Indonesia • Bachelor of Information Management, Gunadarma University
Riwayat Pekerjaan Work Experience	• Kepala Divisi Teknologi Informasi dan Komunikasi November 2014-sekarang • Pjt. Kepala Divisi Teknologi Informasi dan Komunikasi Juli 2014-November 2014 • Pjt. Kepala Divisi Sistem Informasi Perusahaan, Februari 2013-Juli 2014 • Kepala Cabang Bali, Desember 2012-Februari 2013 • Head of Information and Communication Technology Division, November 2014-present. • Acting Head of Information and Communication Technology Division, July 2014-November 2014 • Acting Head of Corporate Information System Division, February 2013-July 2014 • Head of Bali Branch December 2012-February 2013
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Susatyo

Kepala Divisi Investasi
Head of Investment Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	50 Tahun 50 Years Old
Riwayat Pendidikan Educational Background	• S1 Ekonomi, Universitas 17 Agustus 1945 (1995) • S2 Ilmu Administrasi, Universitas Indonesia (2002) • Bachelor of Economics, University of 17 August 1945 (1995) • Master of Administration, University of Indonesia (2002)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Investasi, November 2018-sekarang • Pjt. Kepala Divisi Investasi, Mei 2016-November 2018 • Kepala Cabang Kalimantan Barat, Mei 2016-Mei 2016 • Kepala Cabang Kalimantan Tengah, Februari 2015-Mei 2016 • Head of Investment Division, November 2018-present • Acting Head of Investment Division, May 2016-November 2018 • Head of West Kalimantan Branch, May 2016-June 2016 • Head of Central Kalimantan Branch, February 2015-May 2016
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Sulistianingtias

Kepala Divisi Human Capital
Head of Human Capital Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	54 Tahun 54 Years Old
Riwayat Pendidikan Educational Background	• S1 Teknik Kimia, Institut Teknologi Bandung (1991) • S2 Ilmu Manajemen Jalur Profesi, Universitas Indonesia (1994) • S3 Manajemen Bisnis, Universitas Padjajaran (2006) • Bachelor of Chemical Engineering, Bandung Institute of Technology (1991) • Master of Management, University of Indonesia (1994) • Doctor of Business Management, Padjadjaran University (2006)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Human Capital, April 2019-sekarang • Pjt. Kepala Divisi Sumber Daya Manusia, Maret 2018-April 2019 • Kepala Cabang Bali, Oktober 2015-Maret 2018 • Kepala Cabang Sulawesi Selatan, September 2013-Oktober 2015 • Head of Human Capital Division, April 2019-present • Acting Head of Human Resource Division, March 2018-April 2019 • Head of Bali Branch, October 2015-March 2018 • Head of South Sulawesi Branch, September 2013-October 2015
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Rama Yudha

Pjt. Kepala Divisi Akuntansi
Acting Head of Accounting Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	46 Tahun 46 Years Old
Riwayat Pendidikan Educational Background	• S1 Akuntansi, Sekolah Tinggi Ilmu Ekonomi Bandung (1997) • S2 Administrasi Bisnis, Bournemouth University, Inggris (2011) • Bachelor of Accounting, Bandung College of Economics (1997) • Master of Business Administration, Bournemouth University, UK (2011)
Riwayat Pekerjaan Work Experience	• Pjt. Kepala Divisi Akuntansi, Maret 2020-sekarang • Kepala Cabang Bali, Oktober 2019-Maret 2020 • Kepala Cabang Sumatera Barat, Juli 2018-Oktober 2019 • Kepala Urusan Sekretariat, April 2018-Juli 2018 • Acting Head of Accounting Division, March 2020-present • Head of Bali Branch, October 2019-March 2020 • Head of West Sumatra Branch, July 2018-October 2019 • Head of Secretariat Affairs, April 2018-July 2018
Dasar Hukum Pengangkatan Legal Basis of Appointment	HC/14/III/2020

Kurniana

Kepala Satuan Pengawasan Intern
Head of Internal Audit Unit

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	51 Tahun 51 Years Old
Riwayat Pendidikan Educational Background	• S1 Akuntansi, Universitas Borobudur (1996) • S2 Administrasi Bisnis, Universitas Indonesia (2008) • Bachelor of Accounting, Borobudur University (1996) • Master of Business Administration, University of Indonesia (2008)
Riwayat Pekerjaan Work Experience	• Kepala Satuan Pengawasan Intern, Oktober 2018-sekarang • Koordinator Wilayah Pengawasan I Sumatera Utara, September 2016-Oktober 2018 • Koordinator Wilayah Pengawasan III Sulawesi Selatan, September 2015-September 2016 • Kepala Cabang Kalimantan Barat, Mei 2015-September 2015 • Head of Internal Audit Unit, October 2018-present • Coordinator of Supervisory Area I North Sumatera, September 2016-October 2018 • Coordinator of Supervisory Area III South Sulawesi, September 2015-September 2016 • Head of West Kalimantan Branch, May 2015-September 2015
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Dedy Sudrajat

Kepala Divisi Umum
Head of General Affairs Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	54 Tahun 54 Years Old
Riwayat Pendidikan Educational Background	• S1 Hukum, Universitas 17 Agustus 1945 (1990) • S2 Manajemen Pemasaran, Universitas Sriwijaya (2005) • Bachelor of Law, University of 17 August 1945 (1990) • Master of Marketing Management, Sriwijaya University (2005)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Umum, April 2018-sekarang • Pjt. Kepala Divisi Umum, Maret 2018-April 2018 • Kepala Cabang DKI Jakarta Desember 2013-Maret 2018 • Underwriter Utama Tk. II, November 2011-Desember 2013 • Head of General Affairs Division, April 2018-present • Acting Head of General Affairs Division, March 2018-April 2018 • Head of Jakarta Branch I December 2013-March 2018 • Level II Principal Underwriter, November 2011-December 2013
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP/87/2020

Bambang Panular

Kepala Divisi Asuransi
Head of Insurance Division

Domisili & Kewarganegaraan Domicile & Citizenship	Jakarta, Indonesia
Usia Age	54 Tahun 54 Years Old
Riwayat Pendidikan Educational Background	• S1 Teknik Pertanian, Universitas Gadjah Mada (1994) • S2 Manajemen Pemasaran, Universitas Bandar Lampung (2007) • Bachelor of Agricultural Engineering, Gadjah Mada University (1994) • Master of Marketing Management, University of Bandar Lampung (2007)
Riwayat Pekerjaan Work Experience	• Kepala Divisi Asuransi, Juli 2020-sekarang • Kepala Divisi Pelayanan, Januari 2020-Juli 2020 • Pjt. Kepala Divisi Pelayanan, Mei 2019-Januari 2020 • Kepala Cabang Jawa Tengah, Juli 2018-Mei 2019 • Head of Insurance Division, July 2020-present • Head of Claim Services Division, January 2020-July 2020 • Acting Head of Claim Service Division, May 2019-January 2020 • Head of Central Java Branch, July 2018-May 2019
Dasar Hukum Pengangkatan Legal Basis of Appointment	HC/62/III/2020

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

STRUCTURE AND COMPOSITION OF SHAREHOLDER

PT Jasa Raharja merupakan bagian dari *holding* industri asuransi dan penjaminan Badan Usaha Milik Negara yang seluruh sahamnya dimiliki oleh Negara Republik Indonesia melalui PT Bahana Pembinaan Usaha Indonesia.

PT Jasa Raharja is part of the insurance industry and guarantee holding of State-Owned Enterprises whose shares are wholly owned by the Republic of Indonesia through PT Bahana Pembinaan Usaha Indonesia.

KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI

Seluruh anggota Dewan Komisaris dan Direksi Perseroan tidak memiliki saham di PT Jasa Raharja.

SHARE OWNERSHIP OF THE COMPANY'S BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

All members of the Board of Commissioners and Board of Directors do not own any share in the Company.

KRONOLOGI PENCATATAN SAHAM
CHRONOLOGY OF SHARE LISTING

Hingga 31 Desember 2020, saham PT Jasa Raharja seluruhnya dikuasai oleh PT Bahana Pembinaan Usaha Indonesia (Persero) dan tidak diperjualbelikan di bursa mana pun, sehingga tidak terdapat informasi mengenai kronologis pencatatan saham.

As of December 31, 2020, all shares of the Company are owned by the Government of the Republic of Indonesia and are not traded in any stock market. Hence, there is no information concerning the chronology of share listing.

KRONOLOGI PENCATATAN EFEK LAINNYA
CHRONOLOGY OF OTHER SECURITIES LISTING

Hingga 31 Desember 2020, PT Jasa Raharja tidak pernah menerbitkan surat berharga jenis apa pun yang diperdagangkan di bursa mana pun, sehingga tidak terdapat informasi mengenai kronologis pencatatan efek lainnya.

As of December 31, 2020, the Company has never issued any securities that are traded in any stock market. Hence, there is no information concerning the chronology of other securities listing.

ENTITAS ANAK DAN ENTITAS ASOSIASI

SUBSIDIARIES AND ASSOCIATES

PT Jasaraharja Putera

Sejarah Singkat
A Brief History

Didirikan pada 27 November 1993 di Jakarta, PT Asuransi Jasaraharja Putera (JP-INSURANCE) telah memberikan layanan asuransi yang luas kepada masyarakat di seluruh Indonesia selama dua dasawarsa. Saat ini, 27 Kantor Cabang dan 86 Kantor Pemasaran JP-INSURANCE yang tersebar di seluruh Nusantara menyediakan solusi untuk kebutuhan jasa asuransi kerugian dan *Surety Bond (Suretyship)* yang dikemas sebagai JP-BONDING. Di industri asuransi Indonesia, dikenal sebagai pelopor *Surety Bond* sebuah produk keuangan untuk mendukung kelancaran proyek.

Lebih dari itu, juga tersedia produk unggulan lain, termasuk JP-ASTOR (Asuransi Kendaraan Bermotor), JP-GRAHA (Asuransi Kebakaran), JP-ASPRI (Asuransi Kecelakaan Pribadi), Asuransi Pengangkutan, Asuransi Rangka Kapal, Asuransi Rekayasa yang seluruhnya terus dikembangkan sejalan dengan tekad Perusahaan untuk menjadi *one-stop insurance service company*.

Berkembang atas dasar kepuasan nasabah, dari tahun ke tahun JP-INSURANCE selalu membukukan kinerja keuangan yang baik dan meningkat. Neraca Perusahaan yang kian *solid* dibuktikan dengan peringkat perusahaan dengan *rating* id AA- (*Double A minus : Stable Outlook*).

Dijalankan di atas fondasi bisnis yang dibangun melalui penerapan selaras, konsisten, prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*, GCG) dan didukung Budaya Perusahaan yang telah meresap kuat, jujur, disiplin, tanggap, cermat, dan santun. JP-INSURANCE semakin mendapat kepercayaan dari para nasabah dan mitra bisnis, sehingga semakin yakin mampu mengibarkan diri menjadi perusahaan asuransi terkemuka di Indonesia sesuai dengan Visi Perusahaan.

Established on November 27, 1993 in Jakarta, PT Asuransi Jasaraharja Putera (JP-INSURANCE) has been providing extensive insurance services to people throughout Indonesia for two decades. Currently, 27 Branch Offices and 86 JP-INSURANCE Marketing Offices are located throughout the archipelago to provide solutions for the needs of loss insurance and Surety Bond (Suretyship) services which are packaged as JP-BONDING. In the Indonesian insurance industry, JP Insurance is known as the pioneer of Surety Bond, a financial product to support the smooth running of the project.

Moreover, other superior products are also available, including JP-ASTOR (Motor Vehicle Insurance), JP-GRAHA (Fire Insurance), JP-ASPRI (Personal Accident Insurance), Freight Insurance, Hull Insurance, and Engineering Insurance, all of which are continuously being developed in line with the Company's determination to become a one-stop insurance service company.

Developing on the basis of customer satisfaction, from year to year JP-INSURANCE has always recorded good and increasing financial performance. The Company's balance sheet is becoming increasingly solid as evidenced by the company's rating with a rating of id AA- (Double A minus: Stable Outlook).

It is operated on a business foundation built through consistent application of the principles of Good Corporate Governance (GCG) and is supported by a strong, honest, disciplined, responsive, careful, and courteous Corporate Culture. JP-INSURANCE is gaining more trust from customers and business partners, so that it is increasingly confident that it will be able to become a leading insurance company in Indonesia in accordance with the Company's Vision.

Bidang Usaha Line of Business	Asuransi Umum General Insurance	
Tanggal Pendirian Date of Establishment	7 November 1993 November 7, 1993	
Dasar Hukum Pendirian Legal Basis of Establishment	Akta Notaris Nelly Sylviana SH No. 01 tanggal Sembilan Juli 2013 No. 1 tentang Pernyataan Keputusan rapat PT Asuransi Jasaraharja Putera Deed No. 01 dated July 9, 2013 concerning Statement of Meeting Resolution of PT Asuransi Jasaraharja Putera, drawn up before Nelly Sylviana, S.H., Notary	
Modal Dasar Authorized Capital	Rp400.000.000.000 (Empat Ratus Miliar Rupiah) IDR400,000,000,000 (Four Hundred Billion Rupiah)	
Modal Disetor Paid-Up Capital	Rp100.000.000.000 (Seratus Miliar Rupiah) IDR100,000,000,000 (One Hundred Billion Rupiah)	
Kepemilikan Saham Share Ownership	• PT Jasa Raharja 93,80% • PT Servico Delta Investama 2,50% • PT Pata Karsa Utama 2,20% • PT Asuransi Allianz Life 1,50%	
Jumlah Karyawan Number of Employees	553 Karyawan (tidak termasuk Dewan Komisaris dan Direksi) 553 employees (excluding the Board of Commissioners and Board of Directors)	
Alamat Entitas Anak Address of Subsidiary	Gedung Wisma Raharja Jl. TB Simatupang Kav. 1. Cilandak Timur Jakarta Selatan – 12560 Wisma Raharja Building, Jl. TB Simatupang Kav. 1, East Cilandak, South Jakarta – 12560	
Dewan Komisaris Board of Commissioners	Myland Muh. Umar Fauzi Mirza Mochtar Bambang Sugeng	Komisaris Utama President Commissioner Komisaris Commissioner Komisaris Independen Independent Commissioner Komisaris Independen Independent Commissioner
Direksi Board of Directors	Zulmahdiar Abdul Haris Rahmat Slamet Taufiq Arifin	Direktur Utama President Director Direktur Keuangan, Umum dan SDM Director of Finance, HR and General Affair Direktur Pemasaran Director of Marketing Direktur Teknik Director of Engineering
Dewan Pengawas Syariah Sharia Supervisory Board	Prof. DR. Hj. Huzaemah T. Yanggo, M. Ag Drs. Agustianto, M. Ag	Ketua Chairman Anggota Member

STRUKTUR GRUP PERUSAHAAN

THE COMPANY'S GROUP STRUCTURE

JASA RAHARJA

A member of IFG

INSURANCE
JASARAHARJA PUTERA
Protector For Protection

LEMBAGA DAN PROFESI PENUNJANG PERUSAHAAN

THE COMPANY'S SUPPORTING INSTITUTIONS AND PROFESSIONS

Kantor Akuntan Publik Public Accounting Firm	
Nama Perusahaan Name of the Institution	KAP Tanudiredja, Wibisana, Rintis & Rekan (Member Firm of PwC Global Network) Public Accouting Firm Tanudiredja, Wibisana, Rintis & Partners (Member Firm of PwC Global Network)
Alamat Address	WTC 3, Jl. Jend. Sudirman Kav.29-31, Jakarta 12920
Telp/Fax Phone/Fax	021-50992901/021-52905555
Jasa yang Diberikan Services Provided	Melakukan audit umum (General Audit) atas Laporan Keuangan Konsolidasian PT Asuransi Kerugian Jasa Raharja dan Anak Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2020 sesuai dengan Standar Akuntansi Keuangan di Indonesia ("Laporan Keuangan"), yang mencakup: • Laporan Posisl Keuangan Konsolidasian; • Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian; • Laporan Perubahan Ekuitas Konsolidasian; • Laporan Arus Kas Konsolidasian; dan • Catatan atas Laporan Keuangan Konsolidasian. Perform a general audit of the Consolidated Financial Statements of PT Asuransi Kerugian Jasa Raharja and its Subsidiaries for the year ended December 31, 2020, in accordance with Indonesian Financial Accounting Standards ("Financial Statements"), which includes: • Consolidated Statement of Financial Position; • Consolidated Statements of Profit (Loss) and Other Comprehensive Income; • Consolidated Statement of Changes in Equity; • Consolidated Statements of Cash Flows; and • Notes to Consolidated Financial Statements.
Periode Penugasan Assignment Period	15 Februari 2021 sampai dengan 31 Mei 2021 February 15, 2021 to May 31, 2021
Biaya Fee	Rp2.612.500.000 (dua miliar enam ratus dua belas juta lima ratus ribu rupiah) IDR2,612,500,000 (two billion six hundred twelve million five hundred thousand rupiah)

Notaris Notary	
Nama Perusahaan Name of the Institution	Julius Purnawan, SH. Msi.
Alamat Address	Jalan Tegal Parang Selatan Raya No. 139 A, Mampang Prapatan, Jakarta Selatan 12790
Telp/Fax/*Email* Phone/Fax/Email	Telp/Fax: (021) 7976591-7967165, *email*: office@juliuspurnawan.com
Jasa yang Diberikan Services Provided	Pembuatan hingga Pengurusan Akta ke Kementerian Hukum dan HAM Establishing and Management of the Deed to the Ministry of Law and Human Rights
Periode Penugasan Assignment Period	Sampai dengan saat ini Jasa Raharja belum melakukan MoU ataupun Perjanjian Kerja Sama dengan pihak Notaris untuk periode penugasan tertentu. Oleh karena itu penugasan kepada Notaris dilakukan sesuai dengan kebutuhan So far, Jasa Raharja has not conducted an MoU or Cooperation Agreement with a Notary for a certain assignment period. Therefore, the assignment to a Notary is carried out in accordance with the requirements
Biaya Fee	Biaya yang dibayarkan kepada Notaris sesuai dengan jumlah Akta yang dibuat. Untuk tahun 2020 biaya Notaris untuk pembuatan Akta adalah sebesar Rp36.000.000,00 The fees paid to the Notary are in accordance with the number of Deeds made. For the year 2020, the Notary fee for making a Deed is IDR36,000,000

Kantor Hukum Law Firm	
Nama Perusahaan Name of the Institution	Seno Edhie & Partners
Alamat Address	Jalan Duren Tiga Raya, No. 9 - Jakarta, Indonesia – 12760
Telp/Fax Phone/Fax	Telp. (+62-21) 7984245, fax. (+62-21) 79192515
Jasa yang Diberikan Services Provided	Pendampingan Hukum Legal Assistance
Periode Penugasan Assignment Period	Januari, Maret dan Desember 2020 January, March and December 2020
Biaya Fee	Rp15.000.000 IDR15,000,000

Kantor Hukum Law Office	
Nama Perusahaan Name of the Institution	Kejaksaan Agung Republik Indonesia Public Prosecution Service of the Republic of Indonesia
Alamat Address	Jalan Sultan Hasanuddin Nomor 1, Kebayoran Baru, Jakarta Selatan.
Jasa yang Diberikan Services Provided	Pendampingan Hukum Legal Assistance
Periode Penugasan Assignment Period	Maret, Mei , Oktober dan Desember 2020 March, May, October and December 2020
Biaya Fee	Rp141.000.000 IDR141,000,000

Kantor Hukum Law Office	
Nama Perusahaan Name of the Institution	Kejaksaan Tinggi Kalimantan Barat West Kalimantan High Prosecutor Office
Alamat Address	Jalan Ahmad Yani 82 Pontianak
Jasa yang Diberikan Services Provided	Pendampingan Hukum Legal Assistance
Periode Penugasan Assignment Period	Juli, Agustus dan Desember 2020 July, August and December 2020
Biaya Fee	Rp19.000.000 IDR19,000,000

Kantor Hukum Law Office	
Nama Perusahaan Name of the Institution	Kejaksaan Negeri Bulungan Bulungan State Prosecutor Office
Alamat Address	Jalan Jelerai Raya, Tanjung Selor, Bulungan, Kab. Bulungan, Kalimantan Utara
Telp/Fax/*Email* Phone/Fax/Email	*Phone*: (0552)-23365, *email*: kejaribulungankejaksaanri@gmail.com
Jasa yang Diberikan Services Provided	Pendampingan Hukum Legal Assistance
Periode Penugasan Assignment Period	Desember 2020 December 2020
Biaya Fee	Rp4.500.000 IDR4,500,000

INFORMASI PADA *WEBSITE* PERUSAHAAN

INFORMATION ON THE COMPANY'S WEBSITE

Informasi yang termuat dalam situs web Jasa Raharja yang beralamat di www.jasaraharja.co.id telah memenuhi ketentuan yang diatur oleh Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik. Keberadaan situs web Perseroan merupakan bentuk keterbukaan sebagai penerapan salah satu prinsip dari GCG agar seluruh pemangku kepentingan dapat memperoleh informasi terkini mengenai perkembangan perusahaan.

Situs web tampil dalam dua bahasa yaitu Bahasa Indonesia dan Bahasa Inggris, seluruh informasi yang tersedia senantiasa diperbaharui secara berkala. Sejarah, berita terbaru, informasi produk dan layanan, komposisi Dewan Komisaris dan Direksi, hingga kesempatan berkarier bagi seluruh masyarakat dan saluran pengaduan dapat diakses hanya melalui situs web Jasa Raharja.

The information contained in the Jasa Raharja website at www.jasaraharja.co.id has complied with the provisions stipulated by the Financial Services Authority Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies. The existence of the Company's website is a form of transparency as an implementation of one of the principles of GCG so that all stakeholders can obtain the latest information regarding the development of the Company.

The website is available in two languages, namely Indonesian and English. All available information is updated regularly. History, the latest news, product and service information, the composition of the Board of Commissioners and the Board of Directors, as well as career opportunities for the entire community and the complaint channel can be accessed only through the Jasa Raharja website.

Tentang Jasa Raharja About Jasa Raharja	• Pesan Direktur Utama • Profil Perusahaan • Sejarah • Dewan Komisaris • Dewan Direksi • Struktur Organisasi • Anak Perusahaan • Penghargaan • Message from the President Director • Company Profile • History • Board of Commissioners • Board of Directors • Subsidiary • Awards	PT Jasa Raharja secara singkat dapat dilihat pada situs Perseroan yang menginformasikan akan sejarah dan perjalanan Perseroan sejak awal pendirian hingga kini. Kanal juga menginformasikan data lengkap para pengurus dan pejabat Perseroan serta Struktur organisasi ter-*update* yang dimiliki. Brief information of PT Jasa Raharja can be seen on the Company's website which informs the history and journey of the Company from its establishment to the present. The channel also informs complete data of the Company's management and officers as well as the updated organizational structure.
Layanan Service	• Lingkup Jaminan • Formulir Pengajuan Santunan • Prosedur Pengajuan • Jumlah Santunan • Tarif SWDKLLJ • Sistem Pembayaran Premi • Insurance Coverage • Compensation Application Form • Procedure of Application • Compensation Amount • SWDKLLJ Fee • Premium Payment System	Informasi lengkap mengenai seluruh layanan yang dimiliki Perseroan dapat dilihat ada kanal ini. Masyarakat yang belum mengetahui prosedur ataupun informasi lainnya dapat melihat situs Perseroan dan dapat langsung menghubungi kontak PT Jasa Raharja bila ada yang perlu diketahui lebih lanjut. Complete information on all of the Company's services can be seen in this channel. People who do not know the procedures or other information may view the Company's website and directly contact PT Jasa Raharja's contact for further information.
Berkelanjutan Sustainability	• Program Kemitraan • Program Bina Lingkungan • LSP Jasa Raharja • Partnership Program • Community Development Program • LSP Jasa Raharja	Sebagai Perseroan yang taat akan peraturan, PT Jasa Raharja juga telah mempunyai rencana berkelanjutan bagi kepentingan Perseroan dan para *stakeholder* lainnya. Rencana tersebut telah diinformasikan di dalam situs ini sehingga seluruh lapisan masyarakat dan *stakeholder* dapat berinteraksi langsung kepada Perseroan. As a company that complied with regulations, PT Jasa Raharja also has a sustainable plan for the Company's interests as well as its stakeholders. The plan has been informed on this website so that all levels of community and stakeholders can interact directly with the Company.

Tata Kelola Governance	• GRC (*Governance Risk Management and Compliance*) • Tujuan • Manajemen Risiko • Struktur • Pedomanan Tata Kelola Perusahaan yang Baik • Implementasi • SPO Pengadaan Barang dan Jasa • *E-Book Governance Risk* • GRC (Governance Risk Management & Compliance) • Objectives • Risk Management • Structure • Corporate Governance Guidelines • Implementation • SPO of Goods and Service Procurement • E-Book Governance Risk	Kanal ini memberikan semua informasi yang dibutuhkan bagi para pemegang saham dan masyarakat, tentang bagaimana pengelolaan yang diterapkan di dalam Perseroan. Masyarakat dapat melihat keseriusan Perseroan dalam mengelola dan mengembangkan Perseroan serta komitmen PT Jasa Raharja untuk selalu meningkatkan implementasi GCG yang telah ada dari tahun ke tahun. This channel provides all of the information needed for the shareholders and the public regarding the implementation mechanism of the Company's management. The public can view the Company's commitment in managing and developing the Company as well as its commitment to always improve GCG implementation from year to year.
Berita News	• Info Utama • Peristiwa • Main Information • Events	PT Jasa Raharja menginformasikan seluruh kegiatannya di dalam kanal berita untuk tujuan keterbukaan dan agar masyarakat lebih mengenal PT Jasa Raharja dari berbagai sisi. The Company informs all of its activities in the news channel for the purpose of transparency and to enable the public in getting to know the Company better from various angles.
Report	• Laporan Tahunan • Laporan Keuangan Perusahaan • Annual Report • The Company's Financial Statements	Menyajikan seluruh Laporan Tahunan dan Laporan Keuangan, baik triwulan maupun semesteran milik Perseroan sejak tahun 2014 hingga kini. Presents all of the Company's Annual Report and Financial Statements, both quarterly and semester since 2014 to present.
Quick Link	Merupakan kanal yang berisikan aplikasi-aplikasi milik PT Jasa Raharja untuk memudahkan masyarakat langsung berhubungan dengan Perseroan baik melalui *email*, melaporkan kecurigaan akan pelanggaran, proses *procurement*, info mudik hingga lowongan pekerjaan. Channel that contains the Company's applications to facilitate the public in having direct contact with the Company either by e-mail, reporting suspicions of violations, procurement processes, information regarding "mudik" to job vacancies.	
E-Magazine	Menyajikan majalah bulanan PT Jasa Raharja sejak tahun 2018 hingga kini. Majalah berupa *E-Book* yang dapat diunduh setiap bulannya yang berisikan tentang informasi penting dan terkini mengenai Perseroan. Present the Company's monthly magazine since 2018 to present. The magazine is an E-Book that can be downloaded every month, which contains important and current information on the Company.	
Career	Berisikan informasi lowongan pekerjaan dan informasi rekrutmen bagi profesional muda dan andal untuk bergabung dan bersama memajukan PT Jasa Raharja. Selain itu, kanal ini juga menyediakan tempat untuk masyarakat dan para karyawan untuk berbagi pengalaman dan pernyataan dari seluruh cabang Jasa Raharja di Indonesia. Contains information on job vacancies and recruitment information for young and reliable professionals to join and work together in advancing the Company. In addition, this channel also provides a place for the community and employees to share experiences and statements from all of Jasa Raharja branches in Indonesia.	

PROGRAM PENDIDIKAN DAN PELATIHAN ORGAN GCG

EDUCATION AND TRANING PROGRAM OF GCG ORGANS

Pengembangan Kompetensi Dewan Komisaris

Competency Development Program of the Board of Commissioners

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Budi Setiyadi	Komisaris Utama President Commissioner	*New Human Capital Nasional Conference* (HCNC) Tahun 2020-"*New Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth	Virtual, 4-5 November 2020 Virtual Conference, November 4-5, 2020	PPM Manajemen
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual Training, December 2-3, 2020	PT RAP Indonesia
		Online Training-Corporate Law For Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training-Corporate Law For Executive "Legal Aspects in SOEs' Corporate Management"	Virtual, 17 Desember 2020 Virtual Training, December 17, 2020	Pertamina Training and Consulting
Suprianto	Komisaris Commissioner	*Online Learning-Quality Manajemen System* *Online Learning-Quality Manajemen System*	Virtual, 28 September 2020 Virtual Training, September 28, 2020	Asia Anti Fraud (AAF)
		New Human Capital Nasional *Conference* (HCNC) Tahun 2020 -"New *Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth"	Virtual, 4-5 November 2020 Virtual Conference, November 4-5, 2020	PPM Manajemen
		Pelatihan Investigasi Forensik Forensic Investigation Training	Virtual, 26-27 Oktober 2020 Virtual Training, October 26-27, 2020	PPM Manajemen
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual Training, December 2-3, 2020	PT RAP Indonesia
Setya Utama	Komisaris Commissioner	*Online Learning-Quality Manajemen System* *Online Learning-Quality Manajemen System*	Virtual, 28 September 2020 Virtual Training, September 28, 2020	Asia Anti Fraud (AAF)
		New Human Capital Nasional Conference (HCNC) Tahun 2020-"*New Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth"	Virtual, 4-5 November 2020 Virtual Conference, November 4-5, 2020	PPM Manajemen

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Antonius	Komisaris Independen President Commissioner	*Renewal* Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
Humaniati	Komisaris Commisioner	*Online Learning-Quality Management System* *Online Learning-Quality Management System*	Virtual, 28 September 2020 Virtual, September 28, 2020	Asia Anti Fraud (AAF)
		New Human Capital National Conference (HCNC) Tahun 2020-"*New Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth"	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen
		Online Training-Corporate Law for Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training-Corporate Law for Executive "Legal Aspects in SOEs' Corporate Management"	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting
Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Sertifikasi *Online-Qualified Risk Governance Professional* (QRGP) Online Certification-Qualified Risk Governance Professional (QRGP)	Virtual, 25-27 November 2020 Virtual, November 25-27, 2020	LSP - MKS
		Online Training-Corporate Law for Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training-Corporate Law for Executive "Legal Aspects in SOEs' Corporate Management"	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting
Hari Setiadi	Komisaris Commissioner	Sertifikasi *Online-Qualified Risk Governance Professional* (QRGP) Online Certification-Qualified Risk Governance Professional (QRGP)	Virtual, 25-27 November 2020 Virtual, November 25-27, 2020	LSP - MKS

Pengembangan Kompetensi Direksi
Competency Development Program of the Board of Directors

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Budi Raharjo Slamet	Direktur Utama President Director	*Leadership Program "Managing Day After Tomorrow"* Leadership Program "Managing Day After Tomorrow"	Virtual, 24 April 2020 Virtual, April 24, 2020	Daya Lima & Daya Qarsa

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
		New Human Capital National Conference (HCNC) Tahun 2020 -"*New Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth"	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
		Online Directorship Program-High Performance Board *Online Directorship Program-High Performance Board*	Virtual, 15-18 Desember 2020 Virtual, December 15-18, 2020	Pertamina Training and Consulting (PTC)
Amos Sampetoding	Direktur Operasional Director of Operations	*New Human Capital National Conference* (HCNC) Tahun 2020-"*New Approaches in Learning and Development for Future Business Growth*" New Human Capital National Conference (HCNC) 2020-"New Approaches in Learning and Development for Future Business Growth"	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
		Online Directorship Program-High Performance Board *Online Directorship Program-High Performance Board*	Virtual, 15-18 Desember 2020 Virtual, December 15-18, 2020	Pertamina Training and Consulting (PTC)
Myland	Direktur Keuangan Director of Finance	*Webinar* Premi Asuransi Jiwa Jadi Pengurang Pajak Perusahaan Realitas atau Mitos? Webinar on Life Insurance Premiums as a Company Tax Deduction: Real or Myth?	Virtual, 12 Agustus 2020 Virtual, August 12, 2020	Finansial Planning Standart Board Indonesia (FPSB)
		Webinar Insurtech-Apa Dampak Bagi Perencanaan Keuangan? Webinar on Insurtech-What is Its Impact on Financial Planning?	Virtual, 14 Agustus 2020 Virtual, August 14, 2020	Finansial Planning Standart Board Indonesia (FPSB)
		Online Learning-Forum Akuntansi Manajemen "Peran Akuntan Manajemen dalam Pencegahan *Fraud*" Online Learning-Management Accounting Forum "The Role of Management Accountants in Fraud Prevention"	Virtual, 5 September 2020 Virtual, September 5, 2020	Institute Akuntan Manajemen Indonesia (IAMI)

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
		Online Learning Isu-isu Kritis Transaksi Merger, Akuisisi, dan *Spin Off (Divestasi)* BUMN dan Anak Perusahaan BUMN Online Learning on Critical Issues on Mergers, Acquisitions, and Spin-Offs (Divestment) Transactions of SOEs and SOEs' Subsidiaries'	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting (PTC)
		Online Learning-Strategy Finance: Understanding Financial Warning to Indicate Treat of Long Term Corporate Sustainability *Online Learning on Finance Strategy: Understanding Financial Warning to Indicate Threat of Long Term Corporate Sustainability*	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information and Technology	The 7th *Council of Bereaux* (COB) *Working Group Meeting* *The 7th Council of Bereaux (COB) Working Grup Meeting*	Virtual, 15 September 2020 Virtual, September 15, 2020	ASEAN Insurance Council
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
		Online Directorship Program-High Performance Board *Online Directorship Program-High Performance Board*	Virtual, 15-18 Desember 2020 Virtual, December 15-18, 2020	Pertamina Training and Consulting (PTC)
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	*Sharing Session Persona–Holistic Persuasive Communication* *Sharing Session Persona–Holistic Persuasive Communication*	Virtual, 15 April 2020 Virtual, April 15, 2020	Persona Global Indonesia
		Managing Day After Tomorrow –Bagaimana Pemimpin Menghadapi Crisis COVID-19 Managing Day After Tomorrow – How Leaders Deal With the COVID-19 Crisis	Virtual, 30 April 2020 Virtual, April 30, 2020	Dayalima & Daya Qarsa
		OKR – *Breaking the Rules of Traditional* PMS OKR – Breaking the Rules of Traditional PMS	Virtual, 1 Mei 2020 Virtual, May 1, 2020	Serambi Dua - AIBEX
		Reviving Learning Organizing & Corporate University: Quid Pro Quo Reviving Learning Organizing & Corporate University: Quid Pro Quo	Virtual, 2 Mei 2020 Virtual, May 2, 2020	Serambi Dua - AIBEX
		Surviving the COVID-19, Preparing the Post (Insurance Industry Perspective) Surviving the COVID-19, Preparing the Post (Insurance Industry Perspective)	Virtual, 5 Mei 2020 Virtual, May 5, 2020	Markplus.Inc

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
		Unlocking Secret Recipe–Organization Development & Positive Psychology Unlocking Secret Recipe – Organization Development & Positive Psychology	Virtual, 7 Mei 2020 Virtual, May 7, 2020	Serambi Dua - AIBEX
		Workshop Persona–The Persuasive Communicator: Building Trust, Negotiating to Yes Workshop Persona–The Persuasive Communicator: Building Trust, Negotiating to Yes	Virtual, 9 Mei 2020 Virtual, May 9, 2020	Persona Global Indonesia
		Webinar Serambi Dua AIBEX–*Analog Culture Ending & Digital Culture Beginning?* Serambi Dua AIBEX's Webinar–Analog Culture Ending & Digital Culture Beginning?	Virtual, 16 Mei 2020 Virtual, May 16, 2020	Serambi Dua - AIBEX
		People Analytics: Mindblowwing Concept Poor Practice? People Analytics: Mindblowwing Concept Poor Practice?	Virtual, 16 Mei 2020 Virtual, May 16, 2020	Serambi Dua - AIBEX
		Spiritual Leadership the Journey to Blessing Organization Spiritual Leadership the Journey to Blessing Organization	Virtual, 21 Mei 2020 Virtual, May 21, 2020	Serambi Dua - AIBEX
		Towards Post-Pandemic Adventure: The New Normal of Learning Towards Post-Pandemic Adventure: The New Normal of Learning	Virtual, 8 Juni 2020 Virtual, June 8, 2020	PT LPP Agro Nusantara
		How to Maintain Organization Effectiveness During the Pandemic of Covid 19–FHCI How to Maintain Organization Effectiveness During the Pandemic of Covid 19–FHCI	Virtual, 10 Juni 2020 Virtual, June 10, 2020	FHCI
		Online Learning-Influentual Communication *Online Learning-Influentual Communication*	Virtual, September 2020 Virtual, September 2020	Talkinc
		Internasional Conference-Risk Beyond 2020 "Reimagine the Future" *Internasional Conference-Risk Beyond 2020 "Reimagine the Future"*	Virtual, 7-10 Desember 2020 Virtual, December 7-10, 2020	ERM Academy
		Renewal Sertifikasi Manajemen Risiko *Online-Certified Risk Governance Professional* (CRGP) *Online Risk Management Certification Renewal-Certified Risk Governance Professional (CRGP)*	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia

Pengembangan Kompetensi Komite Audit
Competency Development Program of Audit Committee

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Antonius	Ketua Chairperson	Renewal Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal - Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
Limi Mulyanto	Anggota Member	Sertifikasi *Online - Qualified Risk Governance Professional* (QRGP) Online Certification - Qualified Risk Governance Professional (QRGP)	Virtual, 25-27 November 2020 Virtual, November 25-27, 2020	LSP - MKS

Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Competency Development Program of Nomination and Remuneration Committee

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Humaniati	Ketua Chairperson	*Online Learning - Quality Manajemen System* *Online Learning - Quality Manajemen System*	Virtual, 28 September 2020 Virtual, September 28, 2020	Asia Anti Fraud (AAF)
		New Human Capital National Conference (HCNC) Tahun 2020 - *"New Approaches in Learning and Development for Future Business Growth"* *New Human Capital National Conference (HCNC) 2020 - "New Approaches in Learning and Development for Future Business Growth"*	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen
		Online Training - Corporate Law for Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training - Corporate Law for Executive "Legal Aspects in SOEs' Corporate Management"	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting
Budi Setiyadi	Anggota Member	*New Human Capital National Conference* (HCNC) Tahun 2020 - *"New Approaches in Learning and Development for Future Business Growth"* *New Human Capital National Conference (HCNC) 2020 - "New Approaches in Learning and Development for Future Business Growth"*	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
		Renewal Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal - Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
		Online Training - Corporate Law for Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training - Corporate Law for Executive "Legal Aspects in SOEs' Corporate Management"	Virtual, 17 Desember 2020 Virtual, December 17, 2020	Pertamina Training and Consulting
Suprianto	Anggota Member	*Online Learning - Quality* Manajemen *System* *Online Learning - Quality Manajemen System*	Virtual, 28 September 2020 Virtual, September 28, 2020	Asia Anti Fraud (AAF)
		New Human Capital National Conference (HCNC) Tahun 2020 - *"New Approaches in Learning and Development for Future Business Growth"* *New Human Capital National Conference (HCNC) 2020 - "New Approaches in Learning and Development for Future Business Growth"*	Virtual, 4-5 November 2020 Virtual, November 4-5, 2020	PPM Manajemen
		Pelatihan Investigasi Forensik Forensic Investigation Training	Virtual, 26-27 Oktober 2020 Virtual, October 26-27, 2020	PPM Manajemen
		Renewal Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal - Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
Antonius	Anggota Member	*Renewal* Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Online Risk Management Certification Renewal - Certified Risk Governance Professional (CRGP)	Virtual, 2-3 Desember 2020 Virtual, December 2-3, 2020	PT RAP Indonesia
Gentur Anggoro	Sekretaris Secretary	*Workshop* dan *Renewal* Uji Sertifikasi Asesor Lembaga Sertifikasi Profesi Jasa Raharja (LSP-JR) Bidang Pelayanan dan Bidang Manajemen Risiko Workshop and Renewal of Assessor Certification Examination for the Jasa Raharja Professional Certification Agency (LSP-JR) for the Services and Risk Management Sectors	Virtual, 13-15 Januari 2020 Virtual, January 13–15, 2020	LSP Jasa Raharja

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
		Workshop Online Data Driven Executive (DDE) Tahun 2020 Data-Driven Executive (DDE) Online Workshop 2020	Virtual, 9 Agustus 2020 Virtual, August 9, 2020	PT Algoritma Data Indonesia
		Sosialisasi *Online* Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Online Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Virtual, 7 September 2020 Virtual, September 7, 2020	Cevral Consulting

Pengembangan Kompetensi Komite Investasi
Competency Development Program of Investment Committee

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Suhardiman	Ketua Chairperson	*Indonesian Certified Bonding Underwriter* (ICBU) Indonesian Certified Bonding Underwriter (ICBU)	Jakarta 2020 Jakarta 2020	AAMAI
		Workshop Online Data Driven Excecutive (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Certified Chief Governance Officer (CCGO) Certified Chief Governance Officer (CCGO)	Jakarta 2020 Jakarta 2020	LSP MKS
Triyugara	Wakil Ketua Deputy Chairperson	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Pendidikan dan Pelatihan Keuangan, Akuntansi, dan PKBL Education and Training in Finance, Accounting, and Partnership and Community Development Programs	Jakarta 2020 Jakarta 2020	PT IGTax Ekuseru Indonesia

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Ana Kristiana	Sekretaris Secretary	*In House Training Online Data Analytics Specialization* (DAS) In House Training Online Data Analytics Specialization (DAS)	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		In House Training Online Effective Communication and Impactful Presentation Skills In House Training Online Effective Communication and Impactful Presentation Skills	Jakarta 2020 Jakarta 2020	TALKinc
Harwan Muldidarmawan	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Antisipasi Adaptasi Akselerasi Anticipate Adaptation Acceleration	Jakarta 2020 Jakarta 2020	Financial Planning Standard Board Indonesia
Rama Yudha	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Company Strategic Planning Company Strategic Planning	Jakarta 2020 Jakarta 2020	Lembaga Manajemen PPM PPM Management Institute
		Understanding Financial Statement Understanding Financial Statement	Jakarta 2020 Jakarta 2020	PPM Manajemen
R.M. Wahyu Widodo	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		IHT Online ISO 37001:2016 *Awareness and Requirements* IHT Online ISO 37001:2016 Awareness and Requirements	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Qualified Risk Governance Professional (QRGP) Qualified Risk Governance Professional (QRGP)	Jakarta 2020 Jakarta 2020	LSP MKS
A.a. Ianang Dawan Wisnu	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		In House Training Audit Operasional In House Training on Operational Audit	Jakarta 2020 Jakarta 2020	LMFEB UI
		In House Training Dasar-Dasar Audit In House Training on Fundamentals of Audit	Jakarta 2020 Jakarta 2020	PPAK
		Leader as Coach Leader as Coach	Jakarta 2020 Jakarta 2020	Loop Institute of Coaching
Ade Sobariah	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		In House Training Audit Operasional In House Training on Operational Audit	Jakarta 2020 Jakarta 2020	LMFEB UI
		In House Training Dasar-Dasar Audit In House Training on Fundamentals of Audit	Jakarta 2020 Jakarta 2020	PPAK
Anang Witjaksono	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
		Leader as Coach Leader as Coach	Jakarta 2020 Jakarta 2020	Loop Institute of Coaching
		Brevet Pajak C Training Tax Brevet C	Jakarta 2020 Jakarta 2020	IAI
Raihan Farani	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Leader as Coach Leader as Coach	Jakarta 2020 Jakarta 2020	Loop Institute of Coaching
		Financial Modelling Financial Modelling	Jakarta 2020 Jakarta 2020	IAI
		Pengelolaan dan Penyajian Laporan Keuangan *Holding Company* Management and Presentation of Holding Company Financial Statements	Jakarta 2020 Jakarta 2020	IAI
Hastuti Retnowulan	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		In House Training Online Effective Communication and Impactful Presentation Skills In House Training Online Effective Communication and Impactful Presentation Skills	Jakarta 2020 Jakarta 2020	TALKinc
		In House Training Online How to Develop Creative Thinking for Leaders In House Training Online How to Develop Creative Thinking for Leaders	Jakarta 2020 Jakarta 2020	Johan Yoga
Ade Triyono	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		IHT *Online* ISO 37001:2016 *Awareness and Requirements* IHT Online ISO 37001:2016 Awareness and Requirements	Jakarta 2020 Jakarta 2020	Cevral Consulting
Reno Hendiarto	Anggota Member	*Workshop Online Data Driven Excecutive* (DDE) Data Driven Executive (DDE) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Pengelolaan dan Penyajian Laporan Keuangan *Holding Company* Management and Presentation of Holding Company Financial Statements	Jakarta 2020 Jakarta 2020	IAI
		Comprehensive Corporate Financial Performance Strategy Comprehensive Corporate Financial Performance Strategy	Jakarta 2020 Jakarta 2020	IAI
		Practical Statistics and Data Analysis Practical Statistics and Data Analysis	Jakarta 2020 Jakarta 2020	Behavior Consultant SSCX
Hilman Setyadi	Anggota Member	*Workshop Online Data Driven Team* (DDT) Data-Driven Team (DDT) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Pengelolaan dan Penyajian Laporan Keuangan *Holding Company* Management and Presentation of Holding Company Financial Statements	Jakarta 2020 Jakarta 2020	IAI
		Ms Excel *for Accountant* Ms Excel for Accountant	Jakarta 2020 Jakarta 2020	IAI
		Practical Statistics and Data Analysis Practical Statistics and Data Analysis	Jakarta 2020 Jakarta 2020	Behavior Consultant SSCX
		Certified Public Accountant (CPA) Certified Public Accountant (CPA)	Jakarta 2020 Jakarta 2020	IAPI

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Satya Primadi	Anggota Member	*Workshop Online Data Driven Team* (DDT) Data-Driven Team (DDT) Online Workshop	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		IHT *Online* ISO 37001:2016 *Awareness and Requirements* IHT Online ISO 37001:2016 Awareness and Requirements	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Certified Governance Professional (CGP) Certified Governance Professional (CGP)	Jakarta 2020 Jakarta 2020	LSP MKS
Intania Risky	Anggota Member	*In House Training Big Data Engineer* In House Training Big Data Engineer	Jakarta 2020 Jakarta 2020	PT Algoritma Data Indonesia
		Sosialisasi Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Jakarta 2020 Jakarta 2020	Cevral Consulting
		Oracle SOA Suite 12C Build Composite Application Oracle SOA Suite 12C Build Composite Application	Jakarta 2020 Jakarta 2020	Oracle University

Pengembangan Kompetensi Sekretaris Dewan Komisaris
Competency Development Program of Secretary to the Board of Commissioners

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Competency Development/Training Materials	**Waktu dan Tempat Pelaksanaan** Time and Place	**Penyelenggara** Organizer
Eka Dharma Sapoetra	Sekretaris Dewan Komisaris Secretary to the Board of Commissioners	Pelatihan Pengadaan Barang dan Jasa Sistem Informasi Kinerja Penyedia Goods and Services Procurement Training Provider Performance Information System	Jakarta, 10 Desember 2020 Jakarta, December 10, 2020	Lembaga Pengembangan dan Konsultasi Nasional National Development and Consulting Institute

Pengembangan Kompetensi Sekretaris Perusahaan
Competency Development Program of Corporate Secretary

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Harwan Muldidarmawan	Sekretaris Perusahaan Corporate Secretary	Antisipasi Adaptasi Akselerasi Anticipate Adaptation Acceleration	Virtual, 7 Juli 2020 Virtual, July 7, 2020	Cevral Consulting
		Workshop Online Data Driven Executive (DDE) Tahun 2020 Data-Driven Executive (DDE) Online Workshop 2020	Virtual, 9 Agustus 2020 Virtual, August 9, 2020	EF (English First)
		Penyelenggaraan *In House Training Online (Business English for Top Management) Class: Intermediate* Online In House Training on Business English for Top Management Class: Intermediate	Virtual, 5 September 2020 Virtual, September 5, 2020	PT Algoritma Data Indonesia
		Sosialisasi *Online* Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Online Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Virtual, 7 September 2020 Virtual, September 7, 2020	Financial Planning Standard Board Indonesia

Pengembangan Kompetensi Pemimpin Unit Audit Internal/ Satuan Pengawasan Intern
Competency Development Program of Head of Internal Audit Unit

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Kurniana	Satuan Pengawasan Intern Head of Internal Audit Unit	Tantangan Akuntabilitas di Masa COVID-19 Challenges in the Time of COVID-19	Virtual, 9 Juni 2020 Virtual, June 9, 2020	IPKN
		IHT *Online* ISO 37001: 2016 *Awareness and Requirements* IHT Online ISO 37001: 2016 Awareness and Requirements	Virtual, 15 Juni 2020 Virtual, June 15, 2020	Ceveral Consulting
		Penilaian Kinerja *Auditor Internal* *Internal Auditor Performance Assessment*	Virtual, 15-17 Juni 2020 Virtual, June 15-17, 2020	The Institute of Internal Auditors Indonesia
		In House Training Online ABMS *Internal Audit Technique Based on* ISO 19011:2018 Online In House Training on ABMS Internal Audit Technique Based on ISO 19011:2018	Virtual, 18 Juni 2020 Virtual, June 18, 2020	Ceveral Consulting
		Kemitraan Komite Audit dengan Auditor Internal Partnership with Internal Auditor	Virtual, 22 Juni 2020 Virtual, June 22, 2020	The Institute of Internal Auditors Indonesia

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
		Workshop Online Data Driven Executive (DDE) Tahun 2020 Data-Driven Executive (DDE) Online Workshop 2020	Virtual, 9 Agustus 2020 Virtual, August 9, 2020	PT Algoritma Data Indonesia
		Penyelenggaraan *In House Training Online (Business English for Top Management) Class: Intermediate* Online In House Training on Business English for Top Management Class: Intermediate	Virtual, 5 September 2020 Virtual, September 5, 2020	EF (English First)
		Sosialisasi Online Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Online Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Virtual, 7 September 2020 Virtual, September 7, 2020	Ceveral Consulting

Pengembangan Kompetensi Pemimpin Unit Manajemen Risiko
Competency Development Program of Head of Risk Management Unit

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competency Development/Training Materials	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Suhardiman	Manajemen Risiko Risk Management	*Workshop Online Data Driven Executive* (DDE) Tahun 2020 Data-Driven Executive (DDE) Online Workshop 2020	Virtual, 9 Agustus 2020 Virtual, August 9, 2020	PT Algoritma Data Indonesia
		Penyelenggaraan *In House Training Online (Business English for Top Management) Class: Intermediate* Online In House Training on Business English for Top Management Class: Intermediate	Virtual, 5 September 2020 Virtual, September 5, 2020	EF (English First)
		Sosialisasi *Online* Penerapan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan Online Dissemination of the Implementation of SNI ISO 37001:2016 on Anti-Bribery Management System	Virtual, 7 September 2020 Virtual, September 7, 2020	Ceveral Consulting

PENGHARGAAN DAN SERTIFIKASI
AWARDS AND CERTIFICATIONS

PENGHARGAAN
AWARDS

22 Januari 2020 | January 22, 2020

The Most Innovative CIO
iCIO Awards 2020

29 Juli 2020 | July 29, 2020

The Best GRC for Corporate Risk Management 2020 (Financial Services)
GRC & Performance Excellence Award 2020

29 Juli 2020 | July 29, 2020

The Best CEO & GRC Leader 2020 (Financial Services)
Budi Rahardjo Slamet
GRC & *Performance Excellence Award 2020*

28 November 2020 | November 28, 2020

Emerging Industry Leader
Forum Ekselen BUMN
SOE Excellence Forum

SERTIFIKASI
CERTIFICATIONS

ISO/IEC 27001:2013

Masa Berlaku | Validity Period:
24 Juli 2018 s.d. 23 Juli 2021
July 24, 2018 until July 23, 2021

Lingkup Sertifikasi | Scope of Certification:
IT *Governance*

Lembaga (yang memberikan) | Institution (certified by):
SAI Global

Deskripsi Singkat | Brief Description:
Pengembangan, ketentuan, dan manajemen layanan sistem informasi di PT Jasa Raharja dan penggunaan aplikasi DASI *Online* untuk proses klaim asuransi di Kantor Cabang Jawa Barat dalam *Statement of Applicability* (SoA) tanggal 20 November 2016.
Development, terms, and management of information system service in the Company and Online DASI application usage for insurance claim in West Java Branch Office during the Statement of Applicability (SoA) on November 20, 2016.

ISO/IEC 20000-1:2011

Masa Berlaku | Validity Period:
4 Mei 2019 s.d. 29 September 2021
May 4, 2019 until September 29, 2021

Lingkup Sertifikasi | Scope of Certification:
Layanan *Service Desk* bidang Pelayanan
Service Desk for Service

Lembaga (yang memberikan) | Institution (certified by):
BSI

Deskripsi Singkat | Brief Description:
Sistem manajemen layanan Divisi Teknologi Informasi dan Komunikasi (TIK) PT Jasa Raharja dalam mendukung ketersediaan aplikasi DASI-JR Modul Pelayanan untuk semua pengguna internal dari Kantor Pusat, sesuai dengan versi terbaru *service catalog*.
Service management system of Information and Communication Technology (ICT) Division of the Company in supporting the availability of Service Module, DASI-JR application for all internal users of the Head Office, based on the latest version of service catalog.

ALAMAT KANTOR CABANG
ADDRESS OF BRANCH OFFICES

CABANG UTAMA DKI JAKARTA
DKI JAKARTA MAIN BRANCH

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Faks : (031)5681693

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KPJR Sidoarjo | Sidoarjo Service Office
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Perwakilan Jember | Jember Representative Office
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Email : kpnganjuk@gmail.com

KPJR Tulungagung | Tulungagung Service Office
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Email : kpjrkediri@gmail.com

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KPJR Bangkalan | Bangkalan Service Office
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Perwakilan Probolinggo | Probolinggo Representative Office
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Perwakilan Solok | Solok Representative Office
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KPJR Pasaman Barat
Jasa Raharja Service Office (KPJR) Pasaman Barat
West Pasaman Service Office
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Telp : (0753) 466789

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EAST NUSA TENGGARA BRANCH
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Email : kupang@jasaraharja.co.id

Perwakilan Ende | Ende Representative
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Email : ende@jasaraharja.co.id

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WEST NUSA TENGGARA BRANCH

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Perwakilan Sumbawa | Sumbawa Representative

Jl. Kebayan No. 8, Sumbawa Besar
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Perwakilan Bima | Bima Representative

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CABANG KEPULAUAN RIAU
RIAU ISLANDS BRANCH

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Perwakilan Tanjung Pinang | Tanjung Pinang Representative

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Perwakilan Gorontalo | Gorontalo Representative

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Perwakilan Kotamobagu | Kotamobagu Representative

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Perwakilan Ternate | Ternate Representative

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Perwakilan Tk II Kandangan | Tk. II Kandangan Representative

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KPJR Batulicin | Jasa Raharja Service Office Batulicin

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D.I. YOGYAKARTA BRANCH

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KPJR TK I Bantul | TK I Jasa Raharja Service Office Bantul

Ruko Perumahan Alam Citra, Jl. Prangtritis KM. 7 Panggungharjo, Sewon Bantul, DI Yogyakarta 55187
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KPJR TK II Sleman | TK II Jasa Raharja Service Office Sleman

Jl. Magelang KM. 11 Tridadi Sleman
Telp/Faks : (0274) 2882144 / (0274) 2882144

CABANG PAPUA | PAPUA BRANCH

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Telp : (0967)-534361, 5332342
Email : jayapura@jasaraharja.co.id

Perwakilan Manokwari | Manokwari Representative

Jl. Drs. Esau Sesa, Kel. Wosi, Kec. Manokwari Barat, Kab. Manokwari, Papua Barat
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Email : Manokwari@jasaraharja.co.id

KPJR Merauke | Jasa Raharja Service Office Merauke

Jl. Brawijiaya No 57, Merauke
Telp : (0971)532376

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WEST JAVA BRANCH

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Kel. Sekejati, Kec. Margacinta Kodya,
Bandung - 40286
Telp : (022)-7312476
Email : bandung@jasaraharja.co.id

Perwakilan Bandung | Bandung Representative

Jl. Surya Sumantri No. 8
Sukawarna - Sukajadi, Bandung 40164
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Perwakilan Cirebon | Cirebon Representative

Jl. DR. Wahidin Sudiro H. No. 32, RT 001/01
Cirebon – 45122
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Perwakilan Bogor | Bogor Representative

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ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Penurunan penerimaan luran Wajib (IW) hingga 45,30% dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sebesar 6,34% dibandingkan tahun sebelumnya tentu berdampak besar terhadap pendapatan Jasa Raharja. Di tengah kondisi yang kurang menguntungkan ini, Jasa Raharja berupaya melakukan berbagai efisiensi dalam rangka menjaga profitabilitas sesuai harapan pemegang saham.

The decrease in revenue from Compulsory Premium (IW) by 45.30% and from the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ) by 6.34% compared to the previous year certainly had a major impact on Jasa Raharja's revenue. In the midst of this unfavorable condition, Jasa Raharja strived to perform various efficiencies measures in order to maintain profitability in accordance with the expectations of shareholders.

E-Procurement
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SIAP MOBILE
Survey
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Website

TINJAUAN PEREKONOMIAN DAN INDUSTRI

ECONOMIC AND INDUSTRIAL REVIEW

Pertumbuhan ekonomi global di tahun 2020 secara keseluruhan mengalami penurunan sebagai akibat pandemi COVID-19. Berdasarkan data International Monetary Fund (IMF) yang dikutip dari dokumen "Tinjauan Kebijakan Moneter Desember 2020" oleh Bank Indonesia, IMF memproyeksikan pertumbuhan ekonomi global per Oktober 2020 di angka defisit 4,4%, tidak jauh berbeda dengan angka proyeksi yang dirilis Bank Indonesia sebesar defisit 3,8%. Defisit ini membaik dari pertengahan tahun, dimana IMF memberikan proyeksi angka pertumbuhan ekonomi global per Juni 2020 sebesar defisit 5,2%.

Kontraksi perekonomian terbesar justru terjadi pada negara-negara maju. IMF memproyeksikan pertumbuhan ekonomi negara maju per Oktober 2020 sebesar defisit 5,8%, jauh membaik dari kondisi di bulan Juni yang berada di angka defisit 8,1%. Kawasan Eropa dan Amerika Serikat menjadi yang paling terkena imbas, terutama dengan menyebarnya pandemi COVID-19 di wilayah Eropa. Pada saat laporan tahunan ini dibuat, data WHO menyebutkan bahwa tingkat kematian akibat pandemi COVID-19 untuk 10 negara teratas adalah Amerika Serikat, diikuti oleh India, Brazil, Rusia, Inggris Raya, Perancis, Spanyol, Italia, Turki, dan Jerman.

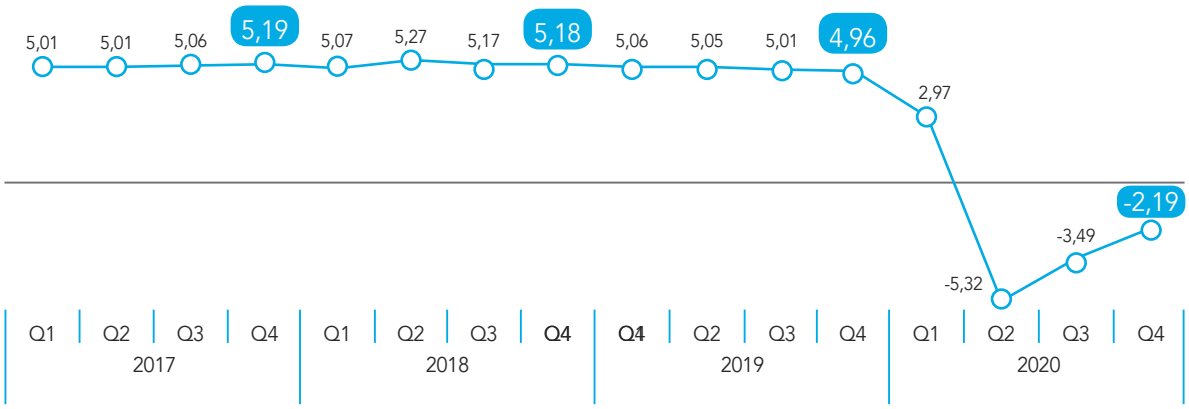
Global economic growth in 2020 as a whole decreased as a result of the COVID-19 pandemic. Based on International Monetary Fund (IMF) data quoted from the document "December 2020 Monetary Policy Review" by Bank Indonesia, the IMF projects global economic growth as of October 2020 at a deficit of 4.4%, which is not much different from the projection figure released by Bank Indonesia of 3.8% deficit. This deficit improved from the middle of the year, when the IMF gave a projected global economic growth rate as of June 2020 of a 5.2% deficit.

The largest economic recession actually occurred in developed countries. The IMF projects that the economic growth of developed countries as of October 2020 is at a deficit of 5.8%, which was much better than conditions in June which was at a deficit of 8.1%. The European region and the United States are the most affected, especially with the spread of the COVID-19 pandemic in the European region. At the time this annual report was prepared, WHO data stated that the death rate from the COVID-19 pandemic for the top 10 countries was the United States, followed by India, Brazil, Russia, United Kingdom, France, Spain, Italy, Turkey, and Germany.

Sejalan dengan situasi tersebut, perekonomian Indonesia di tahun 2020 mengalami perlambatan yang tercermin dari stagnansi berbagai industri dan korporasi. Pandemi COVID-19 telah mengubah banyak rencana dan proyeksi perekonomian baik makro maupun mikro. Data Badan Pusat Statistis (BPS) mencatat realisasi pertumbuhan ekonomi *Year on Year* (YoY) pada kuartal I-2020 sebesar 2,97%, kuartal II-2020 sebesar defisit 5,32%, kuartal III-2020 sebesar defisit 3,49%, dan kuartal IV-2020 sebesar defisit 2,19%.

The Indonesian economy in 2020 also experienced a slowdown which was reflected in the stagnation of various industries and corporations. The COVID-19 pandemic has changed many macro and micro economic plans and projections. Data from the Central Statistics Agency (BPS) recorded that the realization of Year on Year (YoY) economic growth in the first quarter of 2020 was 2.97%, the second quarter of 2020 was deficit 5.32%, the third quarter of 2020 was deficit 3.49%. The fourth quarter of 2020 was a deficit of 2.19%.

Pertumbuhan Ekonomi per triwulan, 2017-2020 (YoY)
Quarterly Economic Growth, 2017-2020 (YoY)

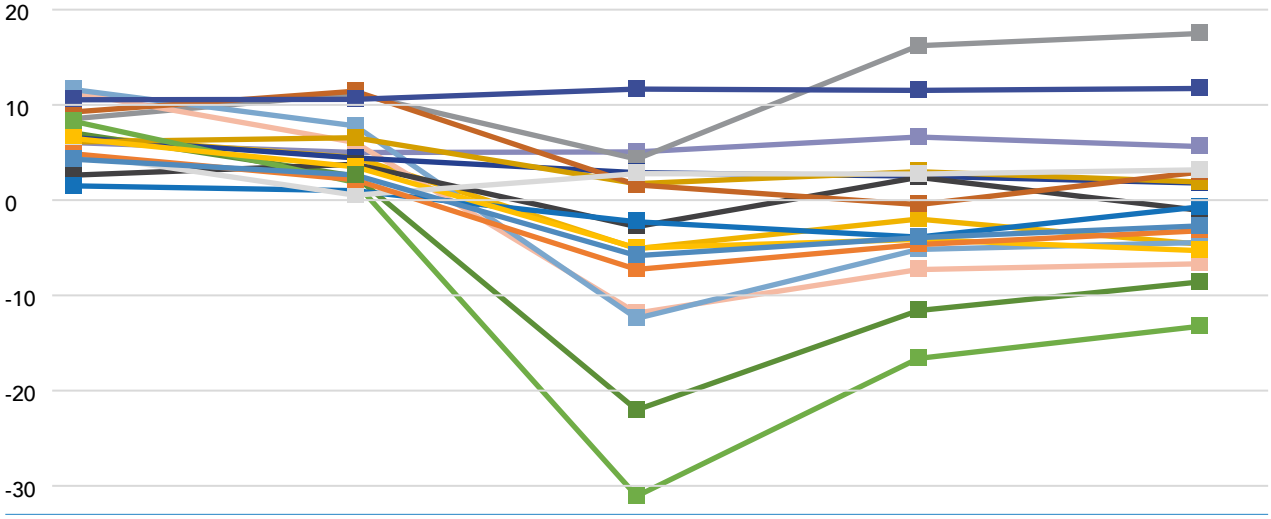


Sumber: Berita Resmi Statistik Badan Pusat Statistis (BPS), 5 Februari 2021
Source: Official Statistics News of Central Bureau of Statistics (BPS), February 5, 2021

Meskipun angka resmi yang dirilis ini masih lebih baik dari perekonomian global, perekonomian yang negatif berdampak pada meningkatnya angka pengangguran dan penduduk miskin, khususnya yang terjadi pasca pengurangan tenaga kerja oleh banyak korporasi. Sebagaimana terlihat pada bagan di bawah, hampir seluruh perekonomian industri terkoreksi sejak kuartal I-2020, yang kemudian terkoreksi cukup dalam pada kuartal II-2020 atau di kisaran pertengahan tahun 2020. Hanya industri Informasi dan Komunikasi serta Jasa Kesehatan dan Kegiatan Sosial yang menunjukkan tren pertumbuhan, di mana ke-2 industri ini menjadi primadona di sepanjang tahun 2020.

Although the official figures released are still better than the global economy, a negative economy has an impact on increasing unemployment and the poor, especially after the reduction of the workforce by many corporations. As shown in the chart below, almost all industrial economies have corrected themselves since the first quarter of 2020, which was then corrected quite significantly in the second quarter of 2020 or in the mid-2020s range. Only the Information and Communications and Health Services and Social Activities industries showed a growth trend; these 2 industries were excellent throughout 2020.

Pertumbuhan Ekonomi Triwulan 4-2019 s.d. Triwulan 4-2020 (YoY) Menurut Lapangan Usaha
Economic Growth in 4th Quarter of 2019 to 4th Quarter of 2020 (YoY) per Line of Business



	T4-2019	T1-2020	T2-2020	T3-2020	T4-2020
Industri Pengolahan Processing Industry	3,67	2,06	-6,18	-4,34	-3,14
Perdagangan Trading	4,22	1,57	-7,59	-5,05	-3,64
Pertanian, Kehutanan dan Perikanan Agriculture, Forestry and Fisheries	4,25	0,01	2,2	2,16	2,59
Konstruksi Construction	5,79	2,9	-5,39	-4,52	-5,67
Pertambangan dan Penggalian Mining and Excavation	0,94	0,45	-2,72	-4,28	-1,2
Transportasi dan Pergudangan Transportation and Warehousing	7,55	1,3	-30,8	-16,71	-13,42
Informasi dan Komunikasi Information and Communication	9,78	9,82	10,85	10,72	10,91
Jasa Keuangan dan Asuransi Financial and Insurance Services	8,51	10,63	1,06	-0,95	2,37
Administrasi Pemerintahan Government Administration	2,04	3,15	-3,21	1,82	-1,55
Jasa Pendidikan Education Services	5,44	5,87	1,19	2,41	1,36
Real Estat Real Estate	5,88	3,81	2,31	1,96	1,25
Akomodasi dan Makan Minum Accommodation and F&B	6,36	1,94	-21,97	-11,81	-8,88
Jasa Lainya Other Services	10,8	7,09	-12,6	-5,55	-4,84
Jasa Perusahaan Company Services	10,49	5,39	-12,06	-7,61	-7,02

	T4-2019	T1-2020	T2-2020	T3-2020	T4-2020
Jasa Kesehatan dan Kegiatan Sosial Health Services and Social Activities	7,83	10,39	3,71	15,29	16,54
Pengadaan Listrik dan Gas Electricity and Gas Supply	6,01	3,85	-5,46	-2,44	-5,01
Pengadaan Air Water Supply	5,38	4,38	4,44	5,94	4,98

Sumber: Berita Resmi Statistik Badan Pusat Statistis (BPS), 5 Februari 2021
Source: Official Statistics News of Central Bureau of Statistics (BPS), February 5, 2021

Sebagaimana terlihat pada grafik di atas, sektor lapangan usaha Jasa Keuangan dan Asuransi cukup terdampak atas pandemi COVID-19. Pada triwulan-II 2020 sektor lapangan usaha Jasa Keuangan dan Asuransi tercatat mengalami penurunan menjadi 1,06%, dan turun hingga defisit 0,95% pada triwulan-III 2020. Secara khusus, ekosistem industri di mana Perseroan terkait, yaitu sektor lapangan usaha Transportasi dan Pergudangan menjadi yang paling terdampak atas pandemi COVID-19. Kebijakan pembatasan fisik dan pembatasan sosial sebagai bagian dari langkah Pemerintah Indonesia dalam mengendalikan penyebaran COVID-19 begitu terasa bagi sektor lapangan usaha ini. Tercatat, pada triwulan-I 2020 sektor lapangan usaha Transportasi dan Pergudangan mengalami penurunan menjadi 1,30% dari pertumbuhan sebelumnya di akhir tahun 2019 sebesar 7,55%. Memasuki triwulan-II 2020, sektor lapangan usaha Transportasi dan Pergudangan mengalami defisit 30,80%, kemudian membaik menjadi defisit 16,71% pada triwulan-III 2020 dan defisit 13,42% pada triwulan-IV 2020. Kondisi ini tentu sangat berdampak terhadap penerimaan Iuran Wajib (IW) yang diterima Perseroan, sebagaimana akan dijelaskan pada bagian berikutnya dalam bab ini.

As shown in the graph above, the Financial Services and Insurance business sector has been quite affected by the COVID-19 pandemic. In the second quarter of 2020, the Financial Services and Insurance business sector recorded a decline to 1.06%, and decreased to a deficit of 0.95% in the third quarter of 2020. In particular, the industrial ecosystem in which the Company is related, namely the Transportation and Warehousing, has been the hardest hit by the COVID-19 pandemic. The policy of physical and social restrictions as part of the Government of Indonesia's strategies in controlling the spread of COVID-19 has been felt in this business sector. It was noted that in the first quarter of 2020, the Transportation and Warehousing business sector decreased to 1.30% from the previous growth at the end of 2019 of 7.55%. Entering the second quarter of 2020, the Transportation and Warehousing business sector experienced a deficit of 30.80%, which then improved to a deficit of 16.71% in the third quarter of 2020 and a deficit of 13.42% in the fourth quarter of 2020. This condition certainly had a major impact on the income of Compulsory Premium (IW) of the Company, as will be explained in the next section in this chapter.

KEBIJAKAN STRATEGIS 2020

2020 STRATEGIC POLICIES

Sebagai perusahaan asuransi sosial, Perseroan terus berbenah dan melakukan perbaikan secara berkelanjutan untuk tetap hadir melindungi segenap bangsa dan memberikan rasa aman kepada seluruh masyarakat, dengan pelaksanaan tata kelola perusahaan yang bersih. Perseroan ikut serta dalam program dekade aksi keselamatan jalan dengan target mewujudkan 5 (lima) Pilar Aksi Keselamatan Jalan antara lain:

1. Manajeman Keselamatan Jalan.
2. Jalan yang Berkeselamatan.
3. Kendaraan yang Berkeselamatan.
4. Perilaku Pengguna Jalan yang Berkeselamatan.
5. Penanganan Pra dan Pasca Kecelakaan.

Sebagai perusahaan yang bergerak di bidang Asuransi Kecelakaan Lalu Lintas Jalan dan Penumpang Umum, Perseroan ikut dalam aksi keselamatan jalan yang diwujudkan dalam pilar 5 (lima) yaitu penanganan pra dan pasca kecelakaan. Dalam memberikan pelayanan, Perseroan menerapkan standar mutu pelayanan yang berlaku sama mulai daerah pinggiran sampai daerah perkotaan demi mewujudkan terciptanya kerangka negara kesatuan dan penegakan hukum yang merata di semua lini masyarakat, sehingga kualitas hidup masyarakat yang mengalami musibah kecelakaan alat angkutan umum dan lalu lintas jalan dapat dipulihkan sebagaimana sebelum mengalami musibah sesuai dengan prinsip indemnitas.

As a social insurance company, the Company continues to make sustainable improvements to achieve its goals to protect the entire nation and provide a sense of security to the public, by implementing clean corporate governance. The Company participates in the Decade of Action for Road Safety program with the target of realizing 5 (five) Road Safety Action Pillars, iwhich include:

1. Road Safety Management.
2. Safer Roads and Mobility.
3. Safer Vehicles.
4. Safer Road Users.
5. Post-Crash Response.

As a company engaged in the field of Road Traffic Accident and Public Passengers Insurance, the Company participates in the 5th (fifth) pillar of the Road Safety Actions, which is the pillar post-crash response. In providing services, the Company implements service quality standards which apply equally from suburban to urban areas in order to realize the establishment of a unitary state framework and law enforcement that is evenly implemented across all community, thereby the quality of life of people involved in accidents with public transportation and road traffic may be recovered as before the accident in accordance with the principle of indemnity.

Perbaikan dan peningkatan kualitas layanan melalui percepatan penyelesaian santunan dan meminimalisir tingkat keluhan masyarakat tetap menjadi target utama Perseroan. Hal ini dilakukan dengan mendekatkan pelayanan kepada masyarakat melalui Kantor Pelayanan Jasa Raharja (KPJR), memperluas jangkauan jemput bola kepada korban luka-luka melalui *mobile services*, mengoptimalkan kerja sama dengan rumah sakit, dan melakukan proses administrasi santunan berbasis teknologi informasi dan meningkatkan pemahaman yang mendalam dalam menerapkan *prime service*. Di samping itu dilakukan perbaikan dan peningkatan sarana penanggulangan kecelakaan yang terus diupayakan sebagai tindakan preventif untuk mengurangi dan mencegah terjadinya kecelakaan, terutama pada tempat-tempat rawan kecelakaan. Di sisi lain, dalam rangka peningkatan penerimaan premi Iuran Wajib dan Sumbangan Wajib, Perseroan terus mengupayakan sinergitas secara intensif dengan BUMN sektor perhubungan, menjalin hubungan yang harmonis dengan mitra kerja, baik dengan pihak Kementerian Perhubungan, Kepolisian, Organda, dan Dispenda untuk memperoleh data kendaraan bermotor dan jumlah penumpang yang lebih akurat.

Better and improved service quality through the acceleration of compensation settlement and minimization of the level of public complaints remains the Company's main target. This is performed by bringing services closer to the public through Jasa Raharja Service Office (KPJR), expanding the reach of proactive service in getting the injured victims through mobile services, optimizing cooperation with hospitals, administering IT-based compensation administration, and increasing in-depth understanding in prime service implementation. In addition, repairs and improvement of accident management facilities are continuously conducted as a preventive measure to reduce and prevent accidents, especially in accident-prone areas. On the other hand, to increase the revenue of Compulsory Premium and Compulsory Contribution, the Company continues to seek intensive synergy with State-Owned Enterprises in the transportation sector and establishes harmonious relations with partners, such as the Ministry of Transportation, Police, Organization of Local Public Transportations (Organda), and Local Revenue Office (Dispenda), to obtain more accurate data on motorized vehicle and number of passengers.

Penempatan instrumen investasi di pasar modal dilakukan secara *prudent* dengan tetap memperhatikan momentum dan kondisi pasar keuangan, hasil analisis, rekomendasi Komite Investasi serta narasumber yang profesional dan kompeten di bidang investasi yang disusun serta dievaluasi dalam strategi investasi. Selanjutnya, peningkatan kualitas dari kompetensi sumber daya manusia juga menjadi agenda penting Perseroan yang diwujudkan dengan Sistem SDM Terintegrasi/Sistem *Human Capital* Manajemen, mulai dari perencanaan kebutuhan Perseroan, akuisisi talenta, pengembangan talenta, penilaian talenta, mobilisasi talenta dan apresiasi talenta, sehingga tercipta talenta yang andal untuk mendukung produktivitas Perseroan.

The placement of investment instruments in the capital market is conducted prudently with due regard to the momentum and conditions of the financial markets, the results of the analysis, recommendations from the Investment Committee as well as from professional and competent resource persons in the investment sector that are prepared and evaluated in the investment strategy. Furthermore, the improvement in the quality of human resource competence is also an important agenda of the Company, which is implemented by the Integrated HR System/Human Capital Management System, which includes the planning of the Company's needs, talent acquisition, talent development, talent assessment, talent mobilization, and talent appreciation, in order to create reliable talent to support the Company's productivity.

Penerapan strategi yang tepat serta komitmen dan integritas dari seluruh jajaran Perseroan, pada akhirnya bermuara pada pelaksanaan target kinerja Perseroan berdasarkan implementasi prinsip-prinsip *Good Corporate Governance* (GCG) secara konsisten serta menunjukkan upaya peningkatan efisiensi, transparansi dan akuntabilitas dalam setiap transaksi sehingga sasaran Perseroan dapat terlaksana dengan baik sesuai arahan Dewan Komisaris dan Pemegang Saham. Perseroan juga telah melaksanakan strategi korporasi yang dituangkan dalam cetak biru Rencana Jangka Panjang Perusahaan (RJPP), termasuk Rencana Jangka Panjang Teknologi Informasi (RJPTI) dan Tata Kelola Teknologi Informasi (TKTI) sehingga dapat meningkatkan nilai Perseroan dalam jangka panjang.

Implementation of the correct strategy and commitment, combined with the integrity of all levels of the employee of the Company, ultimately leads to the implementation of the Company's performance targets based on the consistent implementation of the principles of Good Corporate Governance (GCG), and therefore, demonstrates the efforts to increase efficiency, transparency and accountability in each transaction whereby the Company's goals can be conducted in accordance with the guidance of the Board of Commissioners and Shareholders. The Company has also implemented a corporate strategy as outlined in the blueprint of the Company's Long-Term Plan (RJPP), which includes the Information Technology Long-Term Plan (RJPTI) and Information Technology Governance (TKTI) to enable the increase of the Company's value in the long term.

Beberapa kebijakan dan inisiatif strategis Perseroan di tahun 2020 adalah sebagai berikut.

Some of the Company's strategic policies and initiatives in 2020 are as follows.

Sasaran Korporasi Corporate Targets	Strategi Korporasi Corporate Strategy
• Sasaran Bisnis » Peningkatan kinerja laba. » Peningkatan produktivitas SDM. » Efisiensi biaya. • Sasaran Pelayanan » Pemenuhan Indeks Kepuasan Pelanggan dan target Kecepatan Penyelesaian Santunan. • Pengendalian Internal » Penurunan frekuensi dan nilai *fraud*. • Pengelolaan SDM » Pemenuhan rasio jumlah *talent* yang masuk dalam kelompok *star*. » Penyusunan *Knowledge Management* Perseroan.	• Mengembangkan sistem terintegrasi dengan mitra kerja yang berkualitas dan tepat sasaran dalam rangka percepatan informasi data korban kecelakaan. • Membangun jaringan kerja yang efektif, efisien dan menjangkau korban kecelakaan lalu lintas guna meningkatkan kualitas pelayanan santunan. • Penggalian potensi IWKL dan pengutipan IWKBU pada Angkutan Sewa Khusus berbasis daring. • Penyempurnaan sistem integrasi data antar BUMN Jasa Angkutan dan Kementerian Perhubungan. • Peningkatan kapasitas dari entitas anak, PT Jasaraharja Putera. • Meningkatkan kompetensi karyawan untuk implementasi PSAK 71 dan 73. • Mewujudkan prinsip-prinsip akuntabilitas dan transparansi. • Terlaksananya program *paperless* dokumen keuangan. • Meningkatkan efektivitas pelaksanaan audit. • Menerapkan *context external* dan *internal* Manajemen Risiko terintegrasi. • Mengimplementasikan pengelolaan karier dengan mempertimbangkan kebutuhan Perseroan berbasis kinerja dan kompetensi. • Melaksanakan remunerasi pegawai berbasis kinerja. • Membangun *e-learning*.
• Business Targets » Improved income performance. » Improved HR productivity. » Cost efficiency. • Service Targets » Fulfillment of Customer Satisfaction Index and Speed of Compensation Settlement target. • Internal control » Decrease in frequency and value of fraud. • HR Management » Fulfillment of the ratio of the number of talents which include in the star group. » Preparation of Company Knowledge Management.	• Develop an integrated system with quality and targeted partners in accelerating accident victim data information. • Build an effective, efficient network and reach out to traffic accident victims in order to improve the quality of compensation services. • Explore IWKL potentials and IWKBU collection on online-based transport. • Completion of the data integration system between the State-Owned Enterprises of Transportation Services and the Ministry of Transportation. • Capacity building of the subsidiary, PT Jasaraharja Putera. • Improve employee competence for the implementation of PSAK 71 and 73. • Realize the principles of accountability and transparency. • Implementation of the paperless financial document program. • Improve the effectiveness of audit implementation. • Implement an integrated external and internal Risk Management context. • Implement career management by considering the Company's needs based on performance and competence. • Implement performance-based employee remuneration. • Develop e-learning.

TINJAUAN OPERASI PER SEGMEN USAHA

OPERATIONAL REVIEW BY BUSINESS SEGMENT

"Jasa Raharja memberikan perlindungan dasar kepada masyarakat melalui 2 (dua) program asuransi sosial, yaitu Asuransi Kecelakaan Penumpang Alat Angkutan Umum yang dilaksanakan berdasarkan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan."

"Jasa Raharja provides basic protection to the public through 2 (two) social insurance programs, namely Accident Insurance for Public Transport Passengers which is implemented based on Law No. 33 of 1964 concerning the Passenger Accident Compulsory Insurance Fund, and Liability Insurance Under the Law Against Third Parties implemented based on Law No. 34 of 1964 concerning the Road Traffic Accident Fund."

Perseroan merupakan entitas usaha yang dipercaya untuk menyelenggarakan Asuransi Sosial. Kegiatan Usaha utama Perseroan adalah:

1. Menerima pertanggungan tidak langsung untuk ditahan sendiri oleh Perseroan.
2. Melakukan kegiatan-kegiatan investasi dengan memperhatikan ketentuan peraturan perundang-undangan.

Hingga akhir tahun 2020, Perseroan belum menerapkan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 tentang Segmen Operasi. Untuk dapat menggambarkan segmen usaha, Perseroan menggunakan struktur dan sumber pendapatan yang terdiri dari Pendapatan Premi, Pendapatan Investasi, dan Pendapatan Lain-lain.

The Company is a business entity trusted to provide Social Insurance. The Company's main business activities are:

1. Receive indirect insurance to be retained by the Company.
2. Perform investment activities with regard to the provisions of the law and regulations.

Until the end of 2020, the Company has not implemented Statement of Financial Accounting Standards (PSAK) 5 regarding Operating Segments. To be able to describe business segments, the Company uses a structure and source of income consisting of Premium Income, Investment Income, and Other Income.

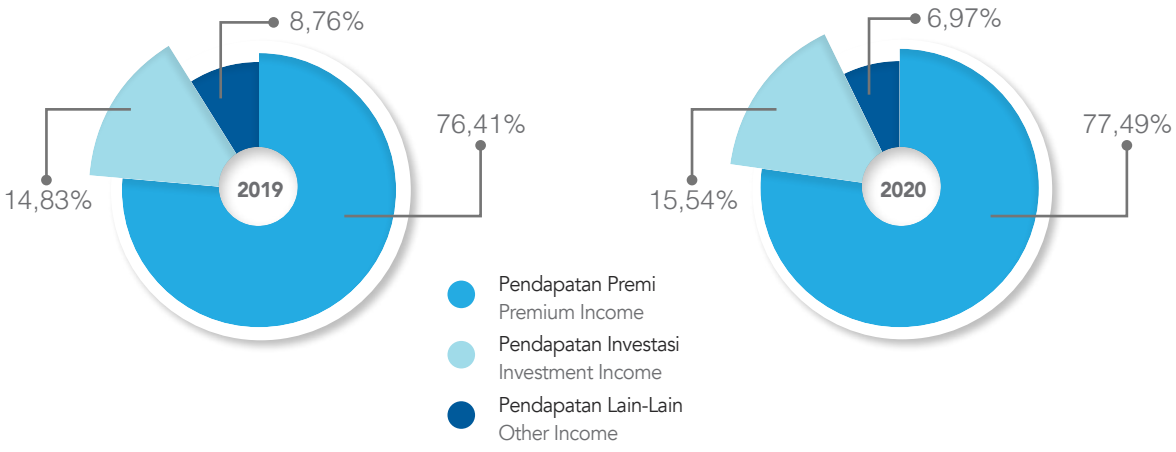
Untuk dapat memberikan gambaran awal tentang skala bisnis masing-masing segmen dan kontribusinya terhadap Perseroan, berikut disampaikan struktur pendapatan Perseroan yang menggambarkan masing-masing segmen.

To provide an initial illustration of the business scale of each segment and its contribution to the Company, the following is the Company's revenue structure that describes each segment.

Jumlah dan Kontribusi Segmen Terhadap Pendapatan Konsolidasian
Amount and Contribution of Segment to Consolidated Income

Pendapatan Revenue	2019		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Amount (IDR-million)	Kontribusi (%) Contribution (%)	Jumlah (Rp-juta) Amount (IDR-million)	Kontribusi (%) Contribution (%)	Nominal (Rp-juta) Amount (IDR-million)	Persentase (%) Percentage (%)
	(1)	(2)	(3)	(4)	(4 = 3-1)	(5 = 4/3)
Pendapatan Premi Bersih Premium Income - Net	4.868.452	77,49%	5.346.780	76,41%	(478.328)	-8,95%
Pendapatan Investasi Investment Income	976.175	15,54%	1.037.650	14,83%	(61.475)	-5,92%
Pendapatan Lain-lain Other Income	437.880	6,97%	612.671	8,76%	(174.791)	-28,53%
Jumlah Pendapatan Total Income	6.282.507	100,00%	6.997.101	100,00%	(714.594)	-10,21%

Komposisi Pendapatan Segmen Usaha Terhadap Pendapatan Konsolidasian
Composition of Business Segment Income to Consolidated Income



Dari tabel dan bagan di atas, terlihat bahwa pendapatan dari Premi merupakan segmen utama sekaligus bisnis inti Perseroan dengan kontribusi pendapatan mencapai 76,41% di tahun 2019 dan 77,49% di tahun 2020 terhadap Pendapatan Konsolidasian. Uraian tentang kinerja masing-masing segmen dapat dilihat di bawah ini.

From the table and chart above, it can be seen that premium income is the main segment as well as the Company's core business with revenue contribution reaching 76.41% in 2019 and 77.49% in 2020 to Consolidated Income. A description of the performance of each segment can be seen below.

PREMI

Pendapatan Premi adalah pembayaran wajib yang dibayarkan oleh pihak tertanggung kepada pihak penanggung sesuai dengan perjanjian. Pendapatan premi Perseroan didapatkan dari kegiatan pengelolaan Iuran Wajib (IW) sesuai Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) tentang Dana Pertanggungan Wajib Kecelakaan Lalu Lintas Jalan, serta pendapatan premi dari kegiatan usaha entitas anak yang meliputi penjualan atas asuransi kredit, *surety bond*, asuransi kendaraan bermotor, dan lainnya.

Kegiatan Operasi dan Bisnis pengelolaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)

Perseroan memiliki mandat untuk melaksanakan Undang-Undang No. 33 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Undang-Undang No. 34 Tahun 1964 tanggal 31 Desember 1964 tentang Dana Pertanggungan Wajib Kecelakaan Lalu Lintas Jalan. Untuk dapat menjalankan kedua Undang-undang tersebut, Perseroan menyelenggarakan Asuransi Sosial dengan sumber pendapatan premi adalah sebagai berikut:

1. Sektor Iuran Wajib (IW) atas penumpang berbagai moda transportasi (Kendaraan Bermotor Umum, Kapal Laut, Kereta Api dan Pesawat Udara) sesuai Undang-Undang No. 33 Tahun 1964;
2. Sektor Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sesuai Undang-Undang No. 34 Tahun 1964;
3. Mengadakan perjanjian reasuransi dalam rangka pengendalian risiko.

PREMIUM

Premium Income is a mandatory payment paid by the insured party to the insurer in accordance with the agreement. The Company's premium income is obtained from the Mandatory Premium (IW) management activities in accordance with Law no. 33 of 1964 concerning the Mandatory Accident Insurance for Passengers and the Compulsory Contribution of Road Traffic Accident Fund (SWDKLLJ) and Law No. 34/1964 concerning the Mandatory Accident Insurance for Road Traffic Accident, as well as premium income from the business activities of subsidiaries which includes sales of credit insurance, surety bonds, motor vehicle insurance, and others.

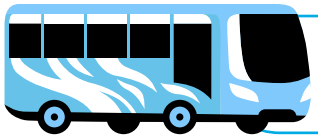
Operational and Business Management Activities of Compulsory Premium (IW) and Compulsory Contribution of Road Traffic Accident Fund (SWDKLLJ)

The Company has a mandate to implement Law No. 33 of 1964 dated December 31, 1964 concerning Passenger Accident Compulsory Insurance Fund and Law No. 34 of 1964 dated December 31, 1964 concerning the Mandatory Accident Insurance for Road Traffic Accident. To be able to carry out the mandates under these laws, the Company organizes Social Insurance with premium income sources as follows:

1. Compulsory Premium (IW) Sector for passengers of various modes of transportation (Public Motor Vehicles, Ships, Trains and Aircraft), in accordance with Law No. 33 of 1964;
2. Compulsory Contribution for Road Traffic Accident Fund (SWDKLLJ) Sector in accordance with Law No. 34 of 1964;
3. Conduct a reinsurance agreement for risk control.

SUMBER DANA UNDANG-UNDANG NO. 33 TAHUN 1964
SOURCE OF FUNDING BASED ON LAW NO. 33 YEAR 1964

Seluruh penumpang angkutan umum membayar IW kecuali penumpang angkutan dalam kota dan kereta api di bawah 50 Km
All public transport passenger pay IW except passengers of city transport and railway less than 50 km

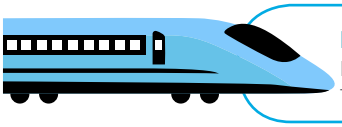


IWKBU
Iuran Wajib Kendaraan Bermotor Umum
Public Motor Transport Compulsory Premiums

- Penumpang Angkutan Antar Kota Antar Provinsi
- Penumpang Angkutan Antar Kota Dalam Provinsi
- Penumpang Angkutan Pedesaan
- Penumpang Angkutan Pariwisata
- Penumpang Taksi/Non Trayek
- Inter-City-Province Transportation Passenger
- Inter City in Province Transportation Passenger
- Village Transportation Passenger
- Tourist's Transportation Passenger
- Taxi/Non Route Passenger

Penumpang Angkutan Penerbang Nasional dan Rute Domestik
Transportation Passenger of National and Domestic Route

IWPU
Iuran Wajib Pesawat Udara
Aviation Compulsory Premiums

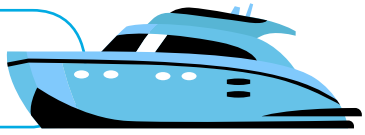


IWKA
Iuran Wajib Kereta Api
Trains Compulsory Premiums

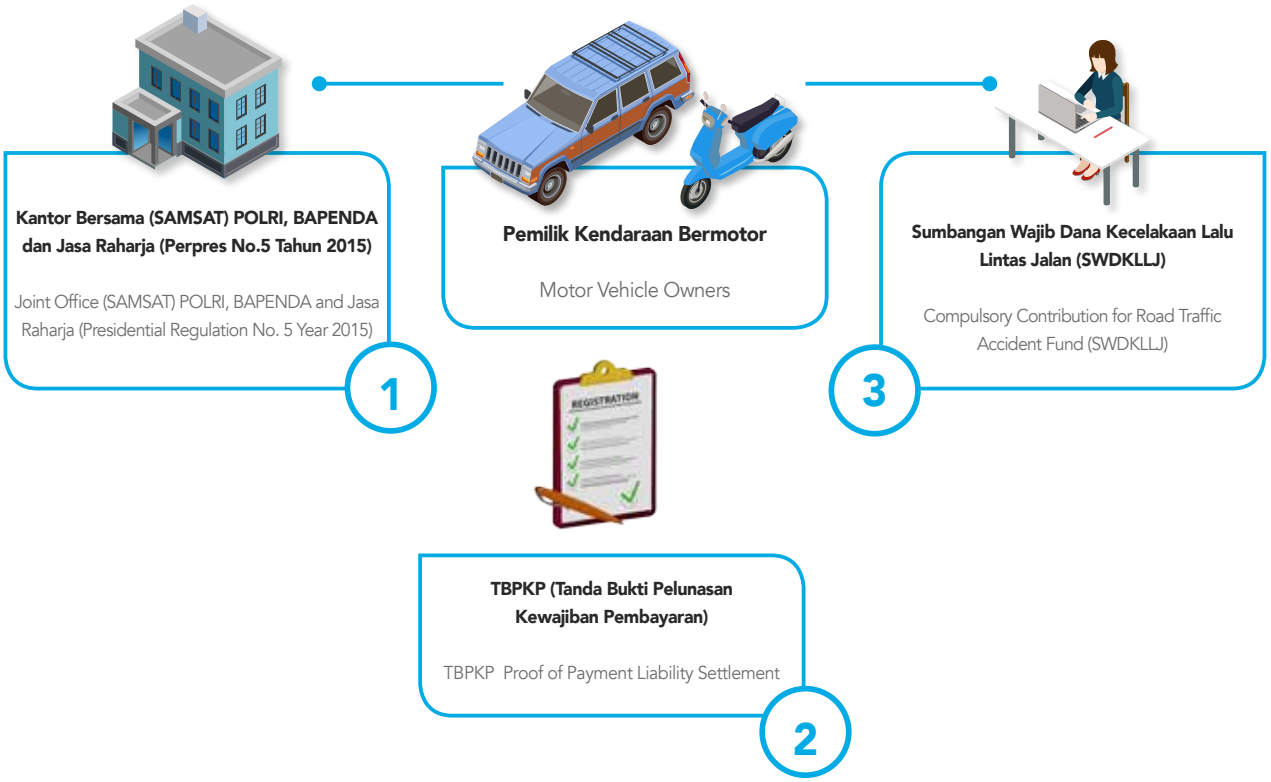
Penumpang Kereta Api
Train Passenger

- Penumpang Angkutan Penyeberangan Sungai/Danau, Feri dan Laut
- Penumpang Angkutan Pelabuhan Rakyat
- Crossing River, Lake, Ferry and Sea Transportation Passenger
- Public Port Transportation Passenger

IWKL
Iuran Wajib Kapal Laut
Marine Transport Compulsory Premiums



SUMBER DANA UNDANG-UNDANG NO. 34 TAHUN 1964
SOURCE OF FUNDING BASED ON LAW NO. 34 YEAR 1964 FOR MOTOR VEHICLES



Komposisi Pendapatan Premi Bruto berdasarkan sektor di atas dapat dilihat pada tabel di bawah ini.

The composition of Gross Premium Income by sector above can be seen in the table below.

Pendapatan Premi Bruto Berdasarkan Sektor Kegiatan Usaha
Gross Premium Income by Business Activity Sector

	Realisasi 2020 (Rp-juta) 2020 Realization (IDR-million)	Realisasi 2019 (Rp-juta) 2019 Realization (IDR-million)	Kenaikan (Penurunan) 2019-2020 (%) *Increase (Decrease) 2019-2020 (%)*	Target 2020 (Rp-juta) 2020 Target (IDR-million)	Pencapaian Realisasi Terhadap Target 2020 (%) *Realization of 2020 Target (%)*
	1	2	((1-2):2)	3	(1:3)
Iuran Wajib (IW) (UU No. 33/1964) Mandatory Premium (IW) (Law No. 33 of 1964)	308.402	563.764	-45,30%	239.036	129,02%
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) Compulsory Contribution for Road Traffic Accidents Fund (SWDKLLJ) (Law No. 34 of 1964)	3.884.959	4.148.017	-6,34%	3.531.109	110,02%
Jumlah Pendapatan Premi Bruto Gross Premium Income	4.193.361	4.711.781	-11,00%	3.770.145	111,23%

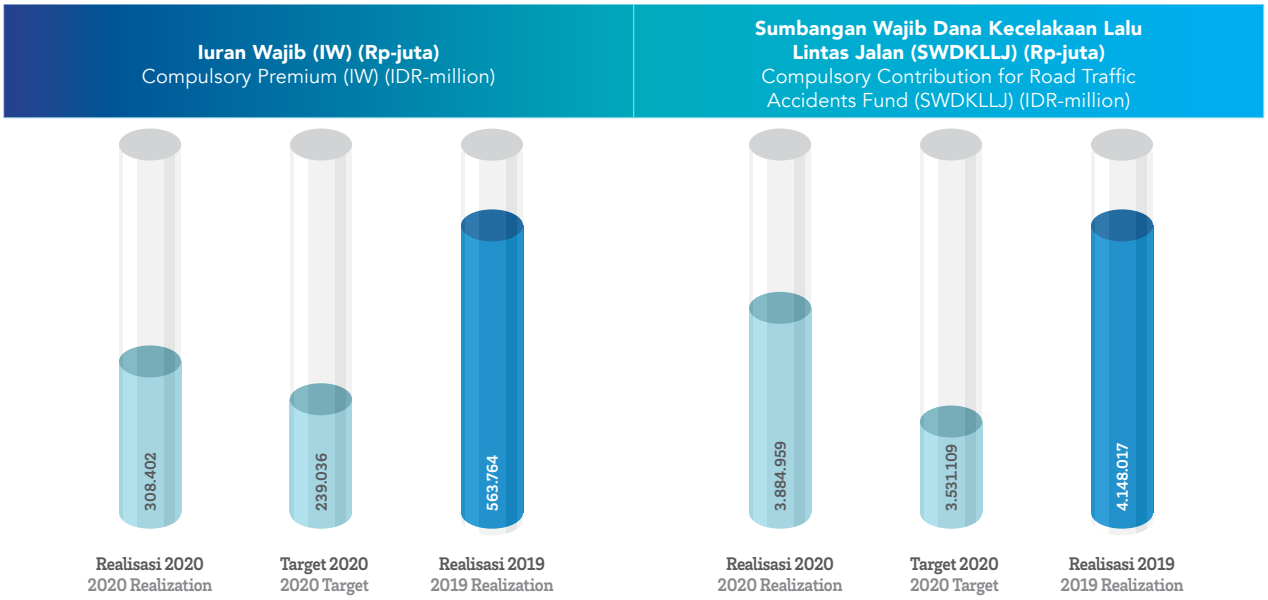
Realisasi jumlah Pendapatan Premi Bruto berdasarkan sektor kegiatan usaha tahun 2020 sebesar Rp4,19 triliun, turun 11,00% jika dibandingkan tahun 2019 sebesar Rp4,71 triliun. Jika

Realization of Gross Premium Income based on business activity sector in 2020 was IDR4.19 trillion, or decreased by 11.00% compared to 2019's number of IDR4.71 trillion. When compared with

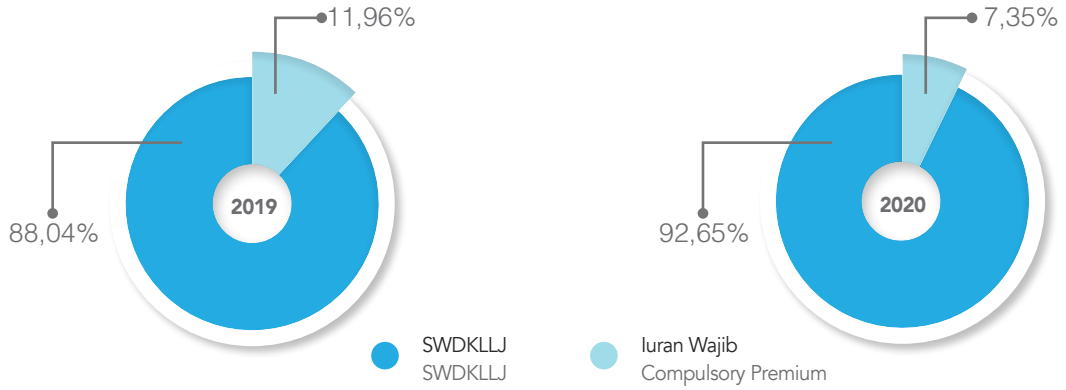
dibandingkan dengan target RKAP, realisasi Pendapatan Premi Bruto membukukan pencapaian 111,23%.

the Company Work Plan and Budget (RKAP) target, the realization of Gross Premium Income recorded an achievement of 111.23%.

Komposisi Pendapatan *Underwriting* Berdasarkan Sektor Penerimaan
Composition of Underwriting Revenue by Income Sector



Kontribusi Sektor Penerimaan Terhadap Pendapatan *Underwriting*
Contribution of Income Sector to Underwriting Revenue



Iuran Wajib (IW) (UU No. 33/1964)

Berdasarkan Undang-Undang No. 33 Tahun 1964 berikut peraturan pelaksanaannya, Iuran Wajib (IW) merupakan gabungan iuran wajib yang berasal dari Iuran Wajib penumpang Kendaraan Bermotor Umum (IW-KBU), Iuran Wajib penumpang Kereta Api (IW-KA), Iuran Wajib penumpang Kapal Laut (IW-KL) dan Iuran Wajib penumpang Pesawat Udara (IW-PU), yang dibayarkan oleh penumpang melalui pengusaha/penyedia kendaraan bersamaan dengan pembelian tiket sebagai pengganti kerugian yang berhubungan dengan risiko kematian dan cacat tetap.

Pendapatan dari Iuran Wajib tahun 2019 dan 2020 dapat dilihat pada tabel di bawah ini.

Compulsory Premium (IW) (Law No. 33 of 1964)

Based on Law No. 33 of 1964 along with the implementing regulations, Compulsory Premium (IW) refers to a combination of Compulsory premium originating from Public Motor Transport Compulsory Premiums (IW-KBU), Trains Compulsory Premiums (IW-KA), Marine Transport Compulsory Premiums (IW-KL) and Aviation Compulsory Premiums (IW-PU), which paid by the passengers through the vehicle's providers along with the ticket purchase in lieu of loss related to the risk of death and permanent disability.

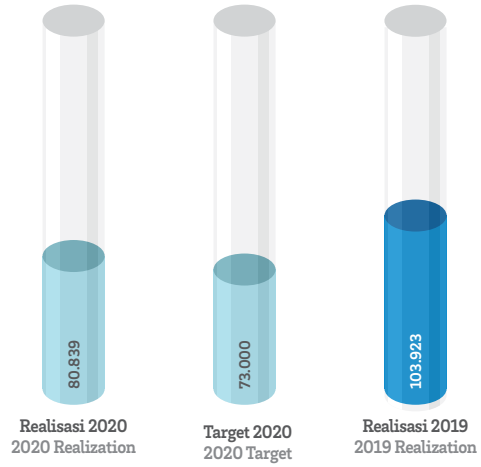
Revenue from Compulsory Premium in 2019 and 2020 is described in the table below.

	Realisasi 2020 (Rp-juta) 2020 Realization (IDR-million)	**Realisasi 2019 (Rp-juta)** 2019 Realization (IDR-million)	**Kenaikan (Penurunan) 2019-2020 (%)** Increase (Decrease) 2019-2020 (%)	**Target 2020 (Rp-juta)** 2020 Target (IDR-million)	**Pencapaian Realisasi Terhadap Target 2020** (%) Realization of 2020 Target (%)
	1	**2**	**(2:1)**	**3**	**((2-3):3)**
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) Public Motor Transport Compulsory Premiums (IWKBU)	80.839	103.923	-22,21%	73.000	110,74%
Iuran Wajib Kereta Api (IWKA) Trains Compulsory Premiums (IWKA)	4.156	12.443	-66,59%	4.036	1023,9700%
Iuran Wajib Kapal Laut (IWKL) Marine Transport Compulsory Premiums (IWKL)	51.611	84.440	-38,88%	47.000	109,81%
Iuran Wajib Pesawat Udara (IWPU) Aviation Compulsory Premiums (IWPU)	171.795	362.958	-52,67%	115.000	149,39%
Jumlah Total	**308.402**	**563.764**	**-45,30%**	**239.036**	**129,02%**

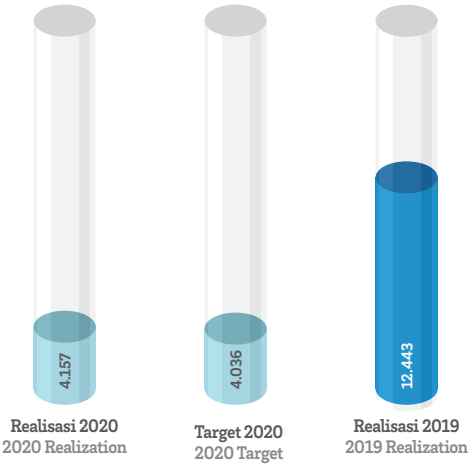
Realisasi penerimaan Iuran Wajib tahun 2020 sebesar Rp308,40 miliar, mengalami penurunan 45,30% atau setara dengan Rp255,36 miliar dari realisasi tahun 2019 sebesar Rp563,76 miliar. Jika dibandingkan dengan target RKAP, realisasi pendapatan Iuran Wajib membukukan pencapaian 129,02%.

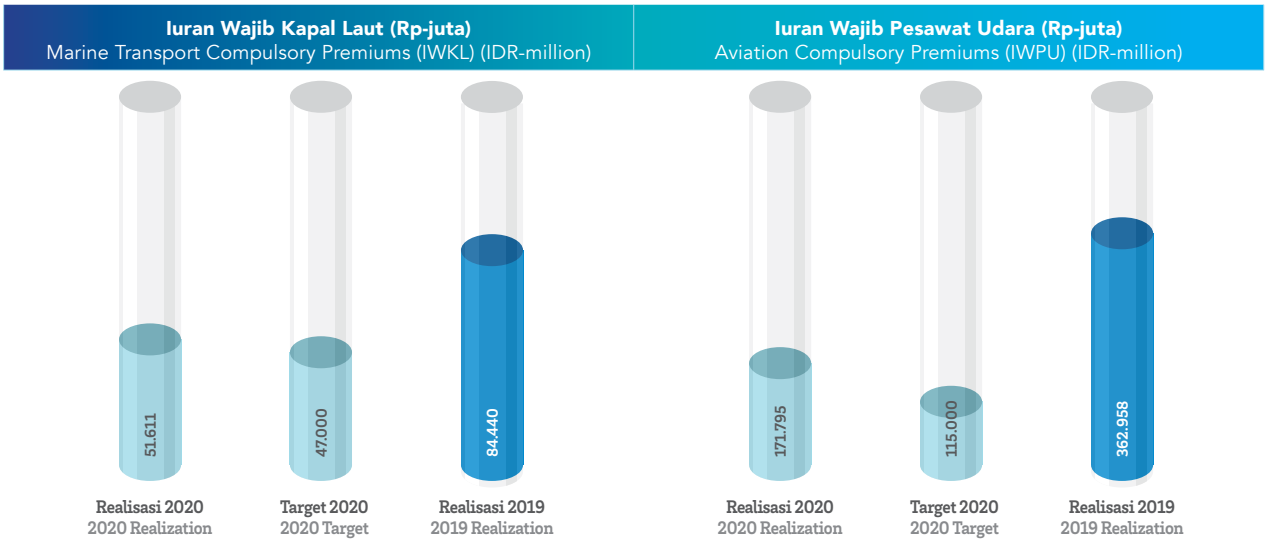
The realization of Compulsory Premium income in 2020 was IDR308.40 billion, or a decrease of 45.30% or equivalent to IDR255.36 billion from the realization in 2019 of IDR563.76 billion. When compared with the Company Work Plan and Budget (RKAP) target, the realization of the Compulsory Premium income recorded an achievement of 129.02%.

Iuran Wajib Kendaraan Bermotor Umum (Rp-juta)
Public Motor Transport Compulsory Premiums (IWKBU)
(IDR-million)

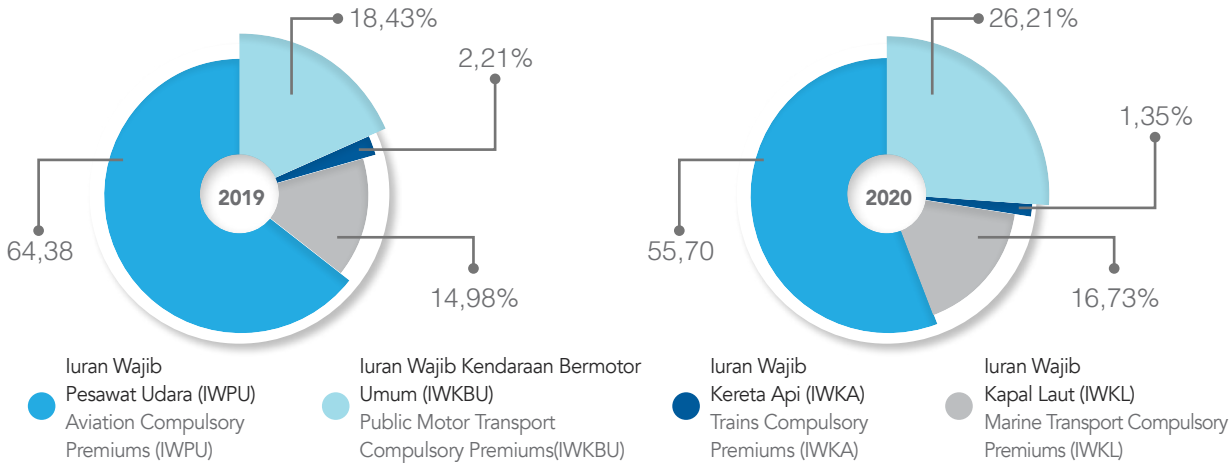


Iuran Wajib Kereta Api (Rp-juta)
Trains Compulsory Premiums (IWKA)
(IDR-million)





Komposisi Pendapatan Premi Bruto dari Iuran Wajib
Composition of Gross Premium Income from Compulsory Premium



Dari komposisi di atas, terlihat bahwa Iuran Wajib Pesawat Udara berkontribusi paling besar terhadap pendapatan Iuran Wajib Perseroan.

Berikut penjelasan kinerja dari masing-masing Iuran Wajib.

Iuran Wajib Kendaraan Bermotor Umum (IWKBU)
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) adalah iuran yang wajib dibayar oleh penumpang alat angkutan penumpang kendaraan bermotor umum untuk setiap perjalanan sebagaimana jaminan pertanggungan kecelakaan diri antara saat penumpang naik kendaraan yang bersangkutan di tempat berangkat dan saat turunnya dari kendaraan tersebut di tempat tujuan.

From the composition above, it can be seen that the Aviation Compulsory Premiums (IWPU) contributes the most to the Company's Compulsory Premium revenue.

The following is an explanation of the performance of each Compulsory Premium.

Public Motor Transport Compulsory Premiums (IWKBU)
Public Motor Transport Compulsory Premiums (IWKBU) refers to fee that must be paid by passengers of public transportation vehicle for each trip as well as an insurance for personal accident coverage between the time the passenger gets on the public transportation vehicle at the point of departure until the point of destination.

Realisasi penerimaan Iuran Wajib Kendaraan Bermotor Umum (IWKBU) tahun 2020 sebesar Rp80,84 miliar, mengalami penurunan 22,21% atau setara dengan Rp23,08 miliar dari realisasi tahun 2019 sebesar Rp103,92 miliar. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp73 miliar, realisasi penerimaan IWKBU tahun 2020 membukukan pencapaian 110,74%.

Realization of revenue from Public Motor Transport Compulsory Premiums (IWKBU) in 2020 amounted to IDR80.84 billion, or a decrease of 22.21% or equivalent to IDR23.08 billion from the realization in 2019 of IDR103.92 ubillion. When compared with the 2020 Company's Work Plan and Budget of IDR73 billion, the realization of IWKBU income in 2020 recorded a 110.74% achievement.

Penurunan penerimaan IWKBU dibandingkan tahun sebelumnya terjadi di seluruh cabang, seperti yang terlihat pada tabel di bawah.

The decline in IWKBU revenue compared to the previous year occurred in all branches, as shown in the table below.

Tabel Penerimaan Iuran Wajib Kendaraan Bermotor Umum (IWKBU) per Cabang

Table of Revenue from Public Motor Transport Compulsory Premiums (IWKBU) per Branch

Cabang Branch	2020 (Rp/IDR)	2019 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp/IDR)	Persentase Percentage (%)
Sumatera Selatan South Sumatera	792.910.000	951.790.000	(158.880.000)	-16,69%
Bangka Belitung	242.150.000	273.690.000	(31.540.000)	-11,52%
Sulawesi Selatan South Sulawesi	2.248.950.000	4.100.831.000	(1.851.881.000)	-45,16%
Kalimantan Tengah Central Kalimantan	181.333.000	181.996.000	(663.000)	-0,36%
Maluku	1.088.930.000	1.290.505.000	(201.575.000)	-15,62%
Sulawesi Utara North Sulawesi	2.120.741.000	2.724.248.000	(603.507.000)	-22,15%
Banten	3.028.683.000	4.548.438.000	(1.519.755.000)	-33,41%
Aceh	1.818.679.000	2.222.833.000	(404.154.000)	-18,18%
Riau	1.250.459.000	1.448.132.000	(197.673.000)	-13,65%
Nusa Tenggara Barat West Nusa Tenggara	1.379.992.500	1.660.222.500	(280.230.000)	-16,88%
Nusa Tenggara Timur East Nusa Tenggara	3.123.579.000	3.739.084.000	(615.505.000)	-16,46%
Kalimantan Selatan South Kalimantan	1.084.020.000	1.226.490.000	(142.470.000)	-11,62%
Jawa Barat West Java	15.225.288.500	21.924.180.000	(6.698.891.500)	-30,55%
Papua	3.382.627.000	4.025.444.000	(642.817.000)	-15,97%
Sulawesi Tenggara Southeast Sulawesi	364.083.500	518.921.000	(154.837.500)	-29,84%
Jawa Timur East Java	7.482.512.000	11.175.643.000	(3.693.131.000)	-33,05%
Sumatera Barat West Sumatera	1.591.992.500	2.271.392.000	(679.399.500)	-29,91%

Cabang Branch	2020 (Rp/IDR)	2019 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp/IDR)	Persentase Percentage (%)
Jawa Tengah Central Java	10.386.882.250	14.398.221.500	(4.011.339.250)	-27,86%
DI Yogyakarta Special Region of Yogyakarta	1.459.318.000	1.909.361.000	(450.043.000)	-23,57%
Sumatera Utara North Sumatera	3.644.009.500	4.635.942.000	(991.932.500)	-21,40%
Bali	2.145.155.000	3.582.019.500	(1.436.864.500)	-40,11%
Kalimantan Timur East Kalimantan	643.456.000	796.665.500	(153.209.500)	-19,23%
Bengkulu	132.498.000	224.907.000	(92.409.000)	-41,09%
Kepulauan Riau Riau Islands	123.209.000	213.635.000	(90.426.000)	-42,33%
Lampung	667.226.000	1.366.966.000	(699.740.000)	-51,19%
DKI Jakarta Jakarta Capital Special Region	13.966.999.000	10.733.238.000	3.233.761.000	30,13%
Jambi	411.683.000	486.172.000	(74.489.000)	-15,32%
Kalimantan Barat West Kalimantan	414.426.000	528.899.000	(114.473.000)	-21,64%
Sulawesi Tengah Central Sulawesi	437.604.500	663.426.000	(225.821.500)	-34,04%
Jumlah Total	**80.839.396.250**	**103.923.292.000**	**(23.083.895.750)**	**-22,21%**

Penurunan penerimaan IWKBU tak lepas dari turunnya jumlah unit kendaraan yang melakukan daftar ulang, sebagimana terlihat pada tabel di bawah ini.

The decline in IWKBU revenue was due to the decrease in the number of vehicle units which perform re-registration, as shown in the table below.

Penurunan Kendaraan Daftar Ulang di KB Samsat untuk Golongan DU dan EU
Decline in Vehicle Re-Registration (DU) at KB Samsat for DU and EU

Golongan Group	2020 (Unit)	2019 (Unit)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Unit)	Persentase (%) Percentage (%)
DU DU	96.588	154.100	-57.512	37,32%
EU EU	68.380	88.211	-19.831	22,48%
Jumlah ***Total***	164.968	**242.311**	**-77.343**	**31,92%**

Ket: DU dan EU merupakan golongan kendaraan. DU dalam golongan, berbeda konteks dengan Daftar Ulang dan Daftar Baru (DU & DB)
Note: DU and EU are vehicle groups. DU in group,is different in context with DU in Re-enroll and New Enroll (DU & DB)

Aktivitas Jumlah Kendaraan Beroperasi per Jenis Kendaraan
Activity of Number of Operating Vehicle per Vehicle Type

Jenis Type	2020 (Unit)	2019 (Unit)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Unit)	Persentase (%) Percentage (%)
Angkutan Antarkota Antar Provinsi (AKAP) Inter-City-Province Tranportation Passenger (AKAP)	86.335	139.108	(52.773)	-37,94%
Angkutan Antarkota Dalam Provinsi (AKDP) Inter City in Province Transportation Passenger (AKDP)	74.334	114.199	(39.865)	-34,91%
Angkutan Desa (Angdes) Village Transportation Passenger (Angdes)	82.142	120.424	(38.282)	-31,79%
Pariwisata Tourism	50.805	80.930	(30.125)	-37,22%
Taksi Taxi	35.504	58.756	(23.252)	-39,57%
Jumlah Total	329.120	513.417	(184.297)	-35,90%

Beberapa hal yang dilakukan Perseroan terkait IWKBU adalah:
1. Dalam upaya menurunkan nilai *outstanding* IWKBU seluruh Kepala Unit Operasional dan Kepala Sub Bagian Iuran Wajib telah berkomitmen untuk melakukan penagihan dan pencapaian target *outstanding* setiap bulan sebesar 0% untuk kategori 1 dan 12,5% untuk kategori 2. Dengan demikian seluruh PO/Pemilik kendaraan umum lancar dan tertib dalam melakukan penyetoran IWKBU.
2. Mengupayakan optimalisasi penerimaan IWKBU untuk angkutan sewa khusus (taksi *online*).
3. Dalam proses *Host to Host* data dengan Perum DAMRI.
4. Mengoptimalkan pembayaran IWKBU melalui aplikasi JRku.
5. Optimalisasi kegiatan *Customer Relationship Management* dan *Door to Door* pada masa pandemi COVID-19 dengan cara menjalin komunikasi secara intens dengan mitra melalui media *online*, *chatting*, telepon dan lain-lain.
6. Berkoordinasi dengan cabang yang daerahnya diberlakukan Pembatasan Sosial Berskala Besar (PSBB) terkait operator kendaraan angkutan umum akibat yang mengajukan permohonan dispensasi pembayaran IWKBU akibat bencana non-alam penyebaran COVID -19.

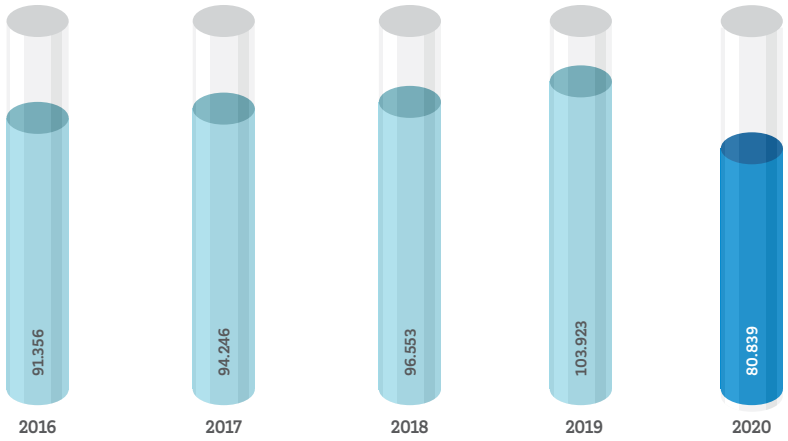
Perkembangan Pendapatan IWKBU dalam 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

In regards to IWKBU, the Company conducted the followings:
1. In an effort to reduce the outstanding value of IWKBU, all Heads of Operational Units and Heads of Sub-Division of Compulsory Premium have committed to collect and achieve monthly outstanding targets of 0% for category 1, and 12.5% for category 2. Therefore, all POs/owners of public transportation can deposit IWKBU smoothly and orderly.
2. Strive to optimize IWKBU income for special rental transportation (online taxis).
3. In the process of Host to Host data with Perum DAMRI.
4. Optimize IWKBU payments through the JRku application.
5. Optimize Customer Relationship Management and Door to Door activities during the Covid-19 pandemic by establishing intense communication with partners through online media, chat, telephone and others.
6. Coordinate with branches whose areas are subject to Large-Scale Social Restrictions (PSBB) regarding public transport vehicle operators who apply for IWKBU payment dispensations due to non-natural disasters of COVID-19.

The development of IWKBU Revenue in the last 5 (five) years can be seen in the graph below.

Perkembangan Pendapatan Iuran Wajib Kendaraan Bermotor Umum (IWKBU) 2016-2020
Development of Revenue of Public Motor Transport Compulsory Premiums (IWKBU) 2016-2020

(Rp-juta)
(IDR-million)



*) Disajikan kembali dan direklafikasi
*) Restated and reclassified

Iuran Wajib Kereta Api (IWKA)

Iuran Wajib Kereta Api (IWKA) adalah iuran yang wajib dibayar penumpang alat angkutan kereta api saat naik alat angkutan perusahaan kereta api untuk setiap perjalanan sebagaimanana jaminan pertanggungan kecelakaan diri antara saat naik alat angkutan perusahaan kereta api di tempat berangkat dan saat turunnya dari alat angkutan perusahaan kereta api di tempat tujuan menurut karcis yang berlaku untuk perjalanan yang bersangkutan.

Realisasi penerimaan Iuran Wajib Kereta Api (IW-KA) tahun 2020 sebesar Rp4,16 miliar, mengalami penurunan 66,59% atau setara dengan Rp8,28 miliar dari realisasi tahun 2019 sebesar Rp12,44 miliar. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp4,04 miliar, realisasi penerimaan IWKA tahun 2020 membukukan pencapaian 103,00%. Penurunan penerimaan IWKA tak lepas dari turunnya jumlah penumpang di sepanjang tahun 2020, sebagaimana terlihat pada tabel di bawah ini.

Trains Compulsory Premiums (IWKA)

Trains Compulsory Premiums (IWKA) refers to fee that must be paid by train passengers for each trip as well as an insurance for personal accident coverage between the time the passenger gets on the train at the point of departure until the point of destination according to the valid ticket for each trip.

The realization of the income of the Trains Compulsory Premiums (IWKA) in 2020 amounted to IDR4.16 billion, or a decrease of 66.59%, or equivalent to IDR8.28 billion from the realization in 2019 of IDR12.44 billion. When compared with the 2020 Company's Work Plan and Budget (RKAP) target of IDR4.04 billion, the realization of IWKA revenue in 2020 recorded an achievement of 103.00%. The decline in IWKA income was due to the decline in the number of passengers throughout 2020, as shown in the table below.

Bulan Month	**Jumlah Penumpang** Total Passenger			**Penerimaan IWKA** IWKA Income		
	<50km	**>50km**	**Jumlah** Total	**2020** (Rp/IDR)	**2020** (Rp/IDR)	**Kenaikan (Penurunan)** Increase (Decrease)
Januari January	26.192.739	8.202.808	34.395.547	984.336.960	978.519.480	0,59%
Februari February	25.220.534	7.333.827	32.554.361	880.059.240	870.705.840	1,07%
Maret March	19.593.805	3.990.774	23.584.579	478.892.880	972.434.040	-50,75%

Bulan Month	Jumlah Penumpang Total Passenger			Penerimaan IWKA IWKA Income		
	<50km	>50km	Jumlah Total	2020 (Rp/IDR)	2020 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)
April April	4.900.549	1.002.099	5.902.648	120.251.880	1.023.369.120	-88,25%
Mei May	4.761.836	724.584	5.486.420	86.950.080	893.523.120	-90,27%
Juni June	8.122.411	1.170.915	9.293.326	140.509.800	1.244.378.400	-88,71%
Juli July	10.587.062	1.671.011	12.258.073	200.521.320	1.106.874.000	-81,88%
Agustus August	10.364.251	2.319.017	12.683.268	278.282.040	1.039.988.280	-73,24%
September September	9.315.946	2.136.457	11.452.403	256.374.840	957.389.280	-73,22%
Oktober October	9.602.428	2.248.711	11.851.139	269.845.320	977.528.640	-72,40%
November November	11.263.932	2.769.255	14.033.187	332.310.600	1.001.453.040	-66,82%
Desember December	10.922.534	2.853.883	13.776.417	342.465.960	1.174.308.360	-70,84%
Jumlah Total	150.848.027	36.423.341	187.271.368	4.370.800.920	12.240.471.600	-64,29%

Penurunan jumlah penumpang kereta api di tahun 2020 merupakan bagian dari kebijakan Pemerintah Indonesia dalam membatasi pergerakan angkutan umum termasuk kereta api dalam rangka mengendalikan penyebaran pandemi COVID-19. Berdasarkan data dari Badan Pusat Statistik (BPS), pertumbuhan jumlah penumpang kereta api pada hingga November 2020 mengalami penurunan hingga 55,80%.

Beberapa hal yang dilakukan Perseroan untuk meningkatkan penerimaan dari IWKA adalah:

1. Rekonsiliasi data dengan PT KAI secara rutin tahunan.
2. Mengevaluasi pelaksanaan *Host to Host* data penumpang dengan PT KAI.
3. Penandatanganan PKS dengan PT Kereta Commuter Indonesia terkait *Host to Host* data penumpang.

Perkembangan Pendapatan IWKA dalam 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

The decline in the number of train passengers in 2020 was due to the Indonesian Government's policy in limiting the operation of public transportation, including trains, in order to control the spread of the COVID-19 pandemic. Based on data from the BPS-Statistics Indonesia, the number of train passengers until November 2020 decreased by 55.80%.

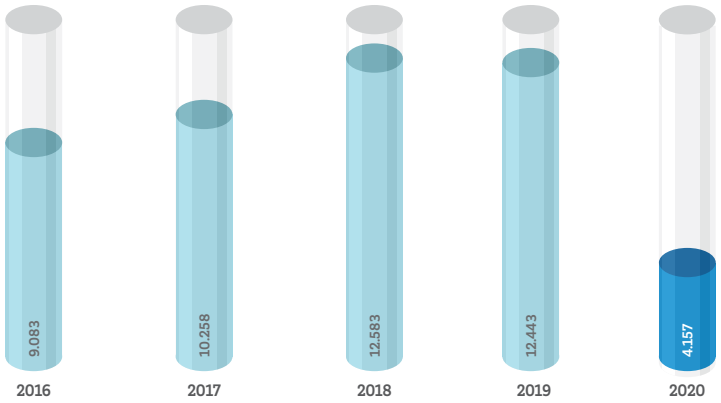
In regards to IWKA, the Company conducted the followings:

1. Data reconciliation with PT KAI on an annual basis.
2. Evaluate the implementation of Host to Host passenger data with PT KAI.
3. Sign Cooperation Agreement (PKS) with PT Kereta Commuter Indonesia regarding Host to Host passenger data.

The development of IWKA Revenue in the last 5 (five) years can be seen in the graph below.

Perkembangan Pendapatan Iuran Wajib Kereta Api (IWKA) 2016-2020
Development of Trains Compulsory Premiums (IWKA) 2016-2020

(Rp-juta)
(IDR-million)



*) Disajikan kembali dan direklafikasi
*) Restated and reclassified

Iuran Wajib Kapal Laut (IWKL)

Iuran Wajib Kapal Laut (IWKL) adalah iuran yang wajib dibayar oleh penumpang alat angkutan penumpang kapal laut, penyeberangan dan sungai/danau untuk setiap perjalanan sebagaimana jaminan pertanggungan kecelakaan diri antara saat naik alat angkutan perusahaan perkapalan/pelayaran yang bersangkutan di tempat berangkat dan saat turun di darat pelabuhan tujuan menurut tiket yang berlaku untuk perjalanan kapal yang bersangkutan.

Realisasi penerimaan Iuran Wajib Kapal Laut (IWKL) tahun 2020 sebesar Rp51,61 miliar, mengalami penurunan 38,88% atau setara dengan Rp32,83 miliar dari realisasi tahun 2019 sebesar Rp84,44 miliar. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp47,00 miliar, realisasi penerimaan IWKL tahun 2020 membukukan pencapaian 109,81%.

Hampir seluruh Kantor Cabang mengalami penurunan aktivitas penerimaan IWKL periode Januari sampai dengan Desember 2020, berikut urutan cabang berdasarkan realisasi penerimaan IWKL periode Januari sampai dengan Desember 2020:

Marine Transport Compulsory Premiums (IWKL)

Marine Transport Compulsory Premiums (IWKL) refers to fee that must be paid by passengers of sea, crossing and river/lake transportation for each trip as well as an insurance for personal accident coverage between the time the passenger gets on the ship/sea transportation vehicle at the point of departure until the point of destination according to the valid ticket for each trip.

Realization of the income from the Marine Transport Compulsory Premiums (IWKL) in 2020 was IDR51.61 billion, or a decrease of 38.88%, or equivalent to IDR32.83 billion from the realization in 2019 of IDR84.44 billion. When compared with the 2020 Company's Work Plan and Budget (RKAP) target of IDR47.00 billion, the realization of IWKL revenue in 2020 recorded an achievement of 109.81%.

Almost all Branch Offices experienced a decrease in IWKL receipts for the period January to December 2020, the following is the order of branches based on the realization of IWKL revenue for the period January to December 2020:

Tabel Penerimaan Iuran Wajib Kapal Laut (IWKL) per Cabang 2019-2020
Table of Income from Marine Transport Compulsory Premiums per Branch 2019-2020

Cabang Branch	**2020** (Rp/IDR)	**2019** (Rp/IDR)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp/IDR)	**Persentase** Percentage (%)
Bengkulu	15.052.000	1.500.000	13.552.000	903,47%
Sulawesi Selatan South Sulawesi	939.947.400	1.509.713.100	(569.765.700)	-37,74%
Bangka Belitung	444.832.400	930.603.200	(485.770.800)	-52,20%
Nusa Tenggara Timur East Nusa Tenggara	1.397.777.600	1.866.594.400	(468.816.800)	-25,12%

Tabel Penerimaan Iuran Wajib Kapal Laut (IWKL) per Cabang 2019-2020
Table of Income from Marine Transport Compulsory Premiums per Branch 2019-2020

Cabang Branch	2020 (Rp/IDR)	2019 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp/IDR)	Persentase Percentage (%)
Kepulauan Riau Riau Islands	4.530.388.400	8.154.258.800	(3.623.870.400)	-44,44%
Nusa Tenggara Barat West Nusa Tenggara	2.381.474.400	3.441.593.600	(1.060.119.200)	-30,80%
Maluku	1.714.273.556	2.768.124.400	(1.053.850.844)	-38,07%
Sulawesi Tengah Central Sulawesi	733.065.500	1.075.355.800	(342.290.300)	-31,83%
Lampung	8.024.542.400	9.863.947.200	(1.839.404.800)	-18,65%
Bali	2.377.308.500	6.575.686.000	(4.198.377.500)	-63,85%
Jawa Tengah Central Java	353.792.200	859.296.800	(505.504.600)	-58,83%
Jawa Timur East Java	2.191.259.300	3.703.281.800	(1.512.022.500)	-40,83%
Banten	8.460.542.700	10.520.724.400	(2.060.181.700)	-19,58%
Kalimantan Tengah Central Kalimantan	325.544.000	400.994.000	(75.450.000)	-18,82%
Kalimantan Selatan South Kalimantan	766.630.800	1.087.871.600	(321.240.800)	-29,53%
Kalimantan Barat West Kalimantan	541.988.900	722.521.700	(180.532.800)	-24,99%
DKI Jakarta Jakarta Capital Special Region	3.635.542.000	10.861.487.000	(7.225.945.000)	-66,53%
Aceh	1.210.163.200	1.534.425.200	(324.262.000)	-21,13%
Sumatera Barat West Sumatera	345.816.400	540.022.800	(194.206.400)	-35,96%
Sulawesi Tenggara Southeast Sulawesi	2.181.003.900	2.848.976.000	(667.972.100)	-23,45%
Kalimantan Timur East Kalimantan	3.373.195.000	5.754.021.200	(2.380.826.200)	-41,38%
Sumatera Selatan South Sumatera	423.895.200	684.694.400	(260.799.200)	-38,09%
Papua	698.199.000	1.086.919.600	(388.720.600)	-35,76%
Sulawesi Utara North Sulawesi	1.999.490.400	3.186.832.800	(1.187.342.400)	-37,26%
Jambi	97.542.000	148.288.000	(50.746.000)	-34,22%
Riau	1.503.042.800	2.866.586.300	(1.363.543.500)	-47,57%
Sumatera Utara North Sumatera	867.547.000	1.321.292.000	(453.745.000)	-34,34%
Jawa Barat West Java	77.130.000	124.465.000	(47.335.000)	-38,03%
Total	**51.610.986.956**	**84.440.077.100**	**(32.829.090.144)**	**-38,88%**

Kinerja IWKL tidak lepas dari jumlah penumpang kapal laut. Berikut disampaikan jumlah penumpang kapal laut.

The performance of IWKL cannot be separated from the number of ship passengers. The following is the number of passengers on the ship.

Jumlah Penumpang Kapal PT Pelni 2019-2020
Number of Ship Passengers of PT Pelni in 2019-2020

Cabang Branch	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase Percentage (%)
Januari January	384.141	421.163	(37.022)	-8,79%
Februari February	467.565	393.952	73.613	18,69%
Maret March	272.853	244.252	28.601	11,71%
April	218.689	267.398	(53.082)	-19,53%
Mei May	177.448	268.263	(95.712)	-35,04%
Juni June	1.049	458.670	(470.639)	-99,78%
Juli July	8.419	719.216	(710.797)	-98,83%
Agustus August	45.045	616.960	(571.915)	-92,70%
September	63.815	366.079	(302.264)	-82,57%
Oktober October	88.183	342.638	(254.455)	-74,26%
November	91.843	312.033	(220.190)	-70,57%
Desember December	122.227	315.047	(192.820)	-61,20%
Jumlah Total	1.941.277	4.725.671	(37.022)	-59,11%

Penurunan Jumlah Penumpang Lintasan Merak – Bakauheuni 2019-2020
Decrease in the Number of Passengers of Merak – Bakauheuni Route in 2019-2020

Cabang Branch	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase (%) Percentage (%)
Banten	7.535.323	10.440.885	(2.905.562)	-27,83%
Lampung	7.188.981	10.060.137	(2.871.156)	-28,54%
Jumlah ***Total***	**14.724.304**	**20.501.022**	**(5.776.718)**	**-28,18%**

Penurunan Jumlah Penumpang Lintasan Padang Bai-Lembar 2019-2020
Decrease in the Number of Passengers of Padang Bai-Lembar Route in 2019-2020

Cabang Branch	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase (%) Percentage (%)
Bali	809.285	470.537	(338.748)	-41,86%
NTB	660.906	350.946	(309.960)	-46,90%
Jumlah ***Total***	**1.470.191**	**821.483**	**(648.708)**	**-44,12%**

Penurunan Jumlah Penumpang Lintasan Ketapang-Gilimanuk 2019-2020
Decrease in the Number of Passengers of Ketapang-Gilimanuk Route in 2019-2020

Cabang Branch	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase (%) Percentage (%)
Jawa Timur East Java	7.013.187	4.320.331	(2.692.856)	-38,40%
Bali	6.982.423	3.819.636	(3.162.787)	-45,30%
Jumlah ***Total***	**13.995.610**	**8.139.967**	**(5.855.643)**	**-41,84%**

Dari tabel di atas, dapat dilihat bahwa di tahun 2020 jumlah penumpang kapal laut mengalami penurunan sejalan dengan pembatasan fisik yang dilakukan Pemerintah Indonesia dalam rangka mengendalikan penyebaran COVID-19.

Beberapa hal yang dilakukan Perseroan terkait IWKL adalah:
1. Berkoordinasi dengan Divisi Akuntansi untuk meminta Cabang melakukan pencatatan pendapatan secara konsisten setiap bulannya.
2. Divisi Asuransi berkoordinasi dengan Kemenhub RI dalam hal ini Direktorat Perhubungan Laut dan Direktorat Perhubungan Darat untuk memperoleh data penumpang kapal laut maupun penyeberangan yang nantinya dapat digunakan untuk melakukan rekonsiliasi data dengan operator laut.
3. Berkoordinasi dengan PT Pelni untuk memperoleh data terkait kapal perintis PT Pelni di seluruh wilayah Indonesia.
4. *Host to Host* data penumpang dengan PT Pelni untuk memperoleh data penumpang kapal setiap bulan.
5. *Host to Host* data penumpang dengan PT ASDP Indonesia Ferry untuk memperoleh data penumpang kapal setiap bulan.
6. Penggalian potensi khususnya sektor pariwisata.

Perkembangan Pendapatan IWKL dalam 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

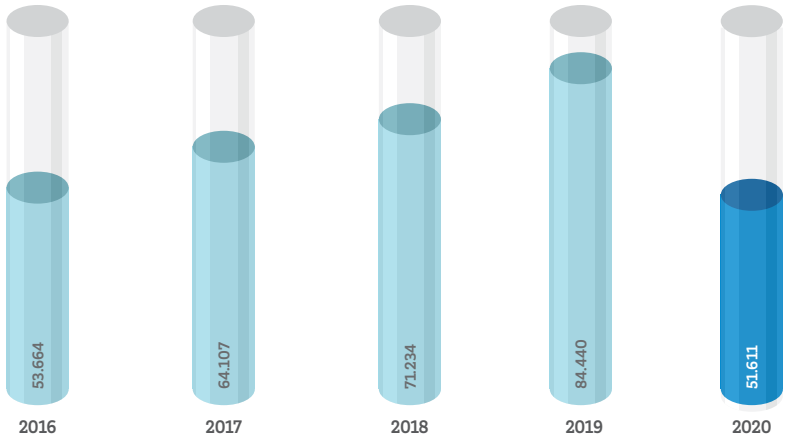
From the table above, it can be seen that in 2020 the number of ship passengers decreased. This was due to the physical restrictions imposed by the Indonesian government in order to control the spread of COVID-19.

In regards to IWKL, the Company conducted the followings:
1. Coordinate with the Accounting Division to ask the Branch to record revenue consistently every month.
2. The Insurance Division coordinates with the Ministry of Transportation of the Republic of Indonesia, in this case the Directorate of Sea Transportation and the Directorate of Land Transportation, to obtain data on passengers on ships and crossings which can later be used to reconcile data with marine operators.
3. Coordinate with PT Pelni to obtain data related to PT Pelni pioneer ships throughout Indonesia.
4. Host to host passenger data with PT Pelni to obtain ship passenger data every month.
5. Host to host passenger data with PT ASDP Indonesia Ferry to obtain ship passenger data every month.
6. Explore potentials, especially the tourism sector.

The development of IWKL Revenue in the last 5 (five) years can be seen in the graph below.

Perkembangan Pendapatan Iuran Wajib Kapal Laut (IWKL) 2016-2020
Development of Marine Transport Compulsory Premiums (IWKL) Revenue 2016-2020

(Rp-juta)
(IDR-million)



*) Disajikan kembali dan direklafikasi
*) Restated and reclassified

Iuran Wajib Pesawat Udara (IWPU)

Iuran Wajib Pesawat Udara (IWPU) adalah iuran yang wajib dibayar oleh penumpang alat angkutan penumpang udara untuk setiap perjalanan sebagaimana jaminan pertanggungan kecelakaan diri antara saat naik alat angkutan perusahaan penerbangan yang bersangkutan atau agennya di tempat berangkat dan saat meninggalkan tangga pesawat terbang yang ditumpanginya di tempat tujuan menurut tiketnya yang berlaku untuk penerbangan yang bersangkutan.

Realisasi penerimaan Iuran Wajib Pesawat Udara (IWPU) tahun 2020 sebesar Rp171,80 miliar, mengalami penurunan 52,67% atau setara dengan Rp191,16 miliar dari realisasi tahun 2019 sebesar Rp362,96 miliar. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp115,00 miliar, realisasi penerimaan IWPU tahun 2020 membukukan pencapaian 149,39%.

Kinerja IWPU tidak lepas dari jumlah penumpang udara. Berikut disampaikan jumlah penumpang udara.

Aviation Compulsory Premiums (IWPU)

Aviation Compulsory Premiums (IWPU) refers to fee that must be paid by aircraft passengers for each trip as well as an insurance for personal accident coverage between the time the passenger gets on the aircraft/airline or its agent at the point of departure until the passengers leave the stairs of aircraft at the point of destination according to the valid ticket for each trip.

The realization of the Aviation Compulsory Premiums (IWPU) revenue in 2020 was IDR171.80 billion, or a decrease of 52.67%, or equivalent to IDR191.16 billion from the realization in 2019 of IDR362.96 billion. When compared with the 2020 Company's Work Plan and Budget (RKAP) target of IDR115.00 billion, the realization of IWPU revenue in 2020 recorded an achievement of 149.39%.

IWPU performance cannot be separated from the number of aircraft passengers. The following is the number of aircraft passengers.

Jumlah Penumpang Udara Domestik
Number of Domestice Aircraft Passengers

	2020 (Penumpang) (Passengers)	**2019 (Penumpang)** (Passengers)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	**Persentase (%)** Percentage (%)
Angkasa Pura I	14.517.045	31.255.630	(16.739.585)	-53,56%
Angkasa Pura II	13.513.270	24.089.217	(10.575.947)	-43,90%

Jumlah Penumpang Udara Domestik
Number of Domestice Aircraft Passengers

	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase (%) Percentage (%)
Direktorat Angkatan Udara-Direktorat Jenderal Perhubungan Udara-Kementerian Perhubungan Directorate of Air Force-Directorate General of Air Transportation-Ministry of Transportation	35.393.966	79.454.885	(44.060.919)	-55,45%
Rata-rata ***Average***				**-50,97%**

Dari tabel di atas, dapat dilihat bahwa di tahun 2020 jumlah penumpang udara domestik mengalami penurunan yang cukup signifikan. Seperti halnya penurunan penumpang kapal laut, turunnya jumlah penumpang udara sejalan dengan pembatasan fisik yang dilakukan Pemerintah Indonesia dalam rangka mengendalikan penyebaran COVID-19.

From the table above, it can be seen that in 2020 the number of domestic aircraft passengers has decreased significantly. Like the decline in ship passengers, the decrease in the number of aircraft passengers was due to the physical restrictions imposed by the Indonesian government in order to control the spread of COVID-19.

Jumlah Penumpang Pesawat Udara yang Membayar IWPU
Number of Aircraft Passengers Paying IWPU

Maskapai Airline	2020 (Penumpang) (Passengers)	2019 (Penumpang) (Passengers)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Penumpang) (Passengers)	Persentase (%) Percentage (%)
Lion Air	14.772.577	19.965.765	(5.133.209)	-95,09%
Garuda Indonesia	3.857.912	14.079.847	(10.152.324)	-72,46%
Citilink	4.907.325	11.651.228	(6.743.931)	-57,88%
Batik Air	5.079.995	9.733.377	(4.536.620)	-47,17%
Sriwijaya Air	1.464.729	5.575.148	(4.082.440)	-73,60%
Wings Air	2.248.770	4.966.467	(2.705.984)	-54,61%
Indonesia AirAsia	976.390	2.945.463	(1.955.612)	-66,70%
Nam Air	664.153	2.194.270	(1.549.171)	-69,99%
Trigana Air	25.399	366.896	(45.447)	-64,15%
Airasia Extra	33.997.250	5.732	(36.904.738)	-52,05%
Jumlah Total	**14.772.577**	**71.484.193**	**(5.133.209)**	**-95,09%**

Pencapaian IWPU tak lepas dari tertibnya operator dalam menyetorkan IWPU. Dengan penurunan jumlah penumpang udara sebagaimana telah disampaikan di atas, pembayaran IWPU oleh maskapai juga mengalami penurunan yang cukup signifikan. Beberapa hal yang dilakukan Perseroan terkait IWPU adalah:

1. Mengoptimalkan *Host to Host* dengan Angkasa Pura I dan Angkasa Pura II terkait data penumpang pesawat untuk

The achievement of IWPU cannot be separated from the orderliness of operators in depositing IWPU. With the decrease in the number of aircraft passengers as stated above, IWPU payments by airlines have also decreased significantly.

In regards to IWPU, the Company has conducted the followings:

1. Optimize Host to Host with Angkasa Pura I and Angkasa Pura II regarding aircraft passenger data to monitor the number of

memonitor jumlah penumpang pesawat pada masa pandemi COVID-19.
2. Rekonsiliasi data penumpang pesawat udara antara maskapai dengan data Ditangud Kemenhub RI.
3. Dalam proses perpanjangan PKS dengan Direktorat Jenderal Angkutan Udara terkait pemanfaatan data lalu lintas angkutan udara sebagai referensi data penumpang pesawat.
4. Memonitor maskapai-maskapai yang melakukan penghentian operasional sementara akibat aturan Pembatasan Sosial Berskala Besar (PSBB) di beberapa provinsi.
5. Memonitor maskapai-maskapai yang mengajukan penundaan penyetoran IWPU serta memastikan skema pembayarannya.

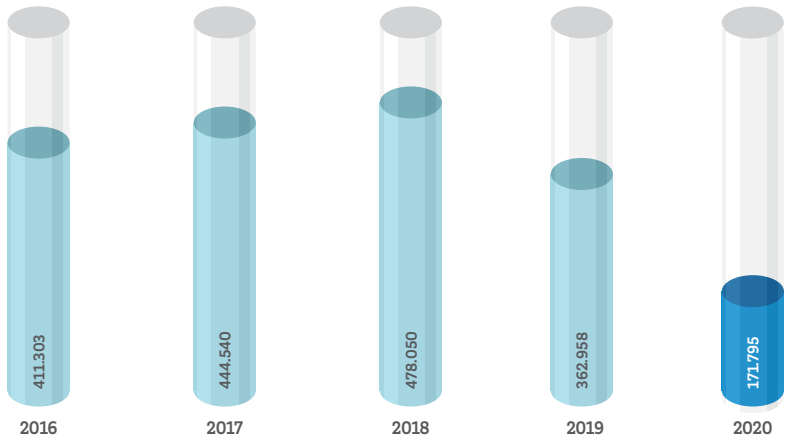
Perkembangan Pendapatan IWPU dalam 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

aircraft passengers during the COVID-19 pandemic.
2. Reconciliation of aircraft passenger data between airlines and data from the Indonesian Ministry of Transportation's Directorate of Air Force Office.
3. In the process of extending the PKS with the Directorate General of Air Transportation regarding the use of air transport traffic data as a reference for aircraft passenger data.
4. Monitor airlines that temporarily suspend operations due to the rules of Large-Scale Social Restrictions (PSBB) in several provinces.
5. Monitor airlines that apply for delays in depositing IWPU and ensure payment schemes.

The development of IWPU Revenue in the last 5 (five) years can be seen in the graph below.

Perkembangan Pendapatan Iuran Wajib Pesawat Udara (IWPU) 2016-2020
Development of Aviation Compulsory Premiums (IWPU) 2016-2020

(Rp-juta)
(IDR-million)



*) Disajikan kembali dan direklafikasi
*) Restated and reclassified

Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964)

Berdasarkan Undang-Undang No. 34 Tahun 1964 berikut peraturan pelaksanaannya, Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) diperoleh dari sumbangan tahunan yang wajib dibayar dari para pemilik/pengusaha alat angkutan lalu lintas jalan.

Compulsory Contribution for Road Traffic Accidents Fund (SWDKLLJ) (Law No. 34 of 1964)

Based on Law No. 34 of 1964 along with the implementing regulations, the Compulsory Contribution for Road Traffic Accidents Fund (SWDKLLJ) is obtained from annual contributions that must be paid from the owners/providers of road traffic transportation.

Pendapatan Premi Bruto dari Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)
Gross Premium Income of Compulsory Contribution for Road Traffic Accidents Fund (SWDKLLJ)

	Realisasi 2020 (Rp-juta) Realization in 2020 (IDR-million)	**Realisasi 2019 (Rp-juta)** Realization in 2019 (IDR-million)	**Kenaikan (Penurunan) 2019-2020** (%) Increase (Decrease) 2019-2020 (%)	**Target 2020 (Rp-juta)** Target in 2020 (IDR-million)	**Pencapaian Realisasi Terhadap Target 2020** (%) Realization of 2020 Target (%)
	1	**2**	**((1-2):2)**	**3**	**(1:3)**
Penerimaan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) Compulsory Contribution for Road Traffic Accidents (SWDKLLJ) Income	3.884.959	4.148.017	-6,34%	3.531.109	110,02%

Realisasi penerimaan SWDKLLJ tahun 2020 sebesar Rp3,88 triliun, mengalami penurunan 6,34% atau setara dengan Rp263,06 miliar dari realisasi tahun 2019 sebesar Rp4,15 triliun. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp3,53 triliun, realisasi penerimaan SWDKLLJ tahun 2020 membukukan pencapaian 110,02%. Penurunan penerimaan SWDKLLJ tak lepas dari turunnya jumlah kendaraan bermotor yang telah lunas SWDKLLJ.

Berikut disampaikan golongan dan jenis kendaraan berdasarkan Lampiran Peraturan Menteri Keuangan Republik Indonesia No. 36/PMK.010/2008 tentang Besar Santunan dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan, serta data jumlah kendaraan bermotor berdasarkan golongan yang telah lunas SWDKLLJ.

The realization of SWDKLLJ revenue in 2020 was IDR3.88 trillion, or a decrease of 6.34%, or equivalent to IDR263.06 billion from the realization in 2019 of IDR4.15 trillion. When compared with the 2020 Company's Work Plan and Budget (RKAP) target of IDR3.53 trillion, the realization of SWDKLLJ revenue in 2020 recorded an achievement of 110.02%. The decline in SWDKLLJ income was due to the decrease in the number of motorized vehicles that have paid off SWDKLLJ.

The following are the categories and types of vehicles based on the Attachment to the Regulation of the Minister of Finance of the Republic of Indonesia No. 36/PMK.010/2008 concerning Compensation Amount and Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ), as well as data on the number of motorized vehicles based on groups that have paid off SWDKLLJ.

Golongan Group	**Jenis Kendaraan** Vehicle Type
A	Sepeda motor 50cc ke bawah, mobil ambulans, mobil jenazah dan mobil pemadam kebakaran. Motorcycles 50cc and below, ambulances, hearses, and fire engines.
B	Traktor, buldozer, forklift, mobil derek, *excavator, crane* dan sejenisnya. Tractors, bulldozers, forklifts, tow trucks, excavators, cranes, and other similar vehicles
C1	Sepeda motor, sepeda kumbang dan scooter di atas 50cc s.d. 250cc dan kendaraan bermotor roda tiga. Motorcycles, mopeds and scooters above 50cc to 250cc and three-wheeled motorized vehicles.
C2	Sepeda motor dan *scooter* di atas 250cc. Motorcycles and scooters above 250cc.
DP	Pick up/mobil barang s.d. 2.400cc, sedan, jeep dan mobil penumpang bukan angkutan umum. Pick up /trucks up to 2,400cc, sedans, jeeps, and passenger cars which are not public transportation.
DU	Mobil penumpang angkutan umum s.d. 1.600cc. Public transportation (cars) up to 1,600cc.
EP	Bus dan mikrobus bukan angkutan umum. Buses and microbuses, which are not public transportation.
EU	Bus dan mikrobus angkutan umum, serta mobil penumpang angkutan umum lainnya di atas 1.600cc. Public transport buses and microbuses, as well as other public transportion (cars) which are above 1,600cc.
F	Truk, mobil tangki, mobil gandeng, mobil barang di atas 2.400cc, truk kontainer dan sejenisnya. Trucks, tankers, trailers, freight cars above 2,400cc, container trucks and other similar vehicles.

Kendaraan Bermotor yang Lunas SWDKLLJ
Motorized Vehicles with Fully Paid SWDKLLJ

Golongan Group	2020 (Unit)	2019 (Unit)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Unit)	Persentase (%) Percentage (%)
A	33.986	33.007	979	2,97%
B	3.714	4.304	(590)	-13,71%
C1	52.135.203	56.634.581	(4.499.378)	-7,94%
C2	33.703	34.217	(514)	-1,50%
DP	11.485.585	11.812.123	(326.538)	-2,76%
DU	121.655	166.747	(45.092)	-27,04%
EP	181.254	190.180	(8.926)	-4,69%
EU	88.074	103.783	(15.709)	-15,14%
F	1.790.964	1.851.657	(60.693)	-3,28%
Jumlah ***Total***	**65.874.138**	**70.830.599**	**(4.956.461)**	**-7,00%**

Jumlah Daftar Ulang (DU) dan Daftar Baru (DB)
Number of Re-Registration (DU) and New Registration (DB)

Golongan Group	s.d. Desember until December				AKT (%)	AKT (%)	SELISIH Difference	SELISIH Difference	SELISIH Difference	SELISIH Difference
	2018	2019	2019	2020						
	DU DB	DU	DU DB	DU	2019	2020	2019 - 2018	2020 - 2019	2015-2014	2016-2015
A	30.364	28.491	32.515	29.171	(6,17)	(10,28)	-1.873	-3.344	-651	8.937
B	4.372	3.844	4.157	3.472	(12,08)	(16,48)	-528	-685	-2.120	-2.658
C1	53.781.028	48.979.390	55.307.195	46.868.618	(8,93)	(15,26)	-4.801.638	-8.438.577	-5.019.563	8.658.064
C2	29.050	26.150	31.040	26.193	(9,98)	(15,62)	-2.900	-4.847	-2.333	10.294
DP	10.345.994	10.040.493	10.929.870	9.917.941	(2,95)	(9,26)	-305.501	-1.011.929	-359.653	2.842.923
DU	174.545	154.095	158.934	110.777	(11,72)	(30,30)	-20.450	-48.157	-37.648	-34.822
EP	176.667	164.466	177.136	161.035	(6,91)	(9,09)	-12.201	-16.101	-11.846	15.786
EU	94.395	88.205	97.012	78.302	(6,56)	(19,29)	-6.190	-18.710	-13.491	9.987
F	1.708.114	1.619.506	1.751.711	1.593.039	(5,19)	(9,06)	-88.608	-158.672	-97.485	270.068
TOTAL	66.344.529	61.104.640	68.489.570	58.788.548	(7,90)	(14,16)	-5.239.889	-9.701.022	-5.544.790	11.778.579

Sumber: Internal
Source: Internal

Penurunan kendaraan Daftar Ulang (DU) dan Daftar Baru (DB) tidak lepas dari penurunan signifikan penjualan kendaraan bermotor tahun 2020 dibandingkan tahun 2019, sebagaimana tercermin data dari AISI dan GAIKINDO di bawah ini.

The decline in vehicles re-registration (DU) and new-registration (DB) was due to the significant decline in motor vehicle sales in 2020 compared to 2019, as reflected in the data from AISI and GAIKINDO below.

Data AISI dan GAIKINDO 2019-2020

AISI and GAIKINDO Data 2019-2020

Bulan Month	AISI (Motor) AISI (Motorcycle)				GAIKINDO (Mobil) GAIKINDO (Cars)			
	2020 (Unit)	2019 (Unit)	Kenaikan (Penurunan) Increase (Decrease)		2020 (Unit)	2019 (Unit)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Unit)	Persentase Percentage (%)			Nominal (Unit)	Persentase Percentage (%)
Januari January	462.984	569.126	(106.142)	-18,65%	80.435	82.155	(1.720)	-2,09%
Februari February	548.141	531.824	16.317	3,07%	79.644	81.809	(2.165)	-2,65%
Maret March	561.739	580.504	(18.765)	-3,23%	76.811	90.368	(13.557)	-15,00%
April April	123.782	598.372	(474.590)	-79,31%	7.868	84.056	(76.188)	-90,64%
Mei May	21.851	561.657	(539.806)	-96,11%	3.551	84.109	(80.558)	-95,78%
Juni June	167.992	385.136	(217.144)	-56,38%	12.623	59.600	(46.977)	-78,82%
Juli July	292.205	526.652	(234.447)	-44,52%	25.283	89.254	(63.971)	-71,67%
Agustus August	317.107	596.887	(279.780)	-46,87%	37.277	90.568	(53.291)	-58,84%
September September	380.713	569.493	(188.780)	-33,15%	48.556	93.175	(44.619)	-47,89%
Oktober October	317.830	597.979	(280.149)	-46,85%	49.018	96.128	(47.110)	-49,01%
November November	237.035	547.684	(310.649)	-56,72%	53.844	91.240	(37.396)	-40,99%
Jumlah Total	3.431.379	6.065.314	(2.633.935)	-43,43%	474.910	942.462	(467.552)	-49,61%

Dari data di atas, terlihat penurunan penjualan kendaraan bermotor roda 2 dari data AISI di tahun 2020 mencapai 43,43% dibandingkan tahun 2019, sedangkan penjualan kendaraan bermotor roda 4 dari data GAIKINDO di tahun 2020 mengalami penurunan hingga 49,61% dibandingkan tahun 2019.

From the data above, it can be seen that the decline in sales of 2-wheeled motor vehicles from AISI data in 2020 reached 43.43% compared to 2019, while sales of 4-wheeled motor vehicles from GAIKINDO data in 2020 decreased by 49.61% compared to 2019.

Beberapa hal yang dilakukan Perseroan terkait SWDKLLJ adalah:

1. Melakukan koordinasi dengan Korlantas Polri agar pengutipan SWDKLLJ atas penerbitan STCK bisa dilaksanakan sesuai surat dukungan Korlantas Mabes Polri sebagaimana Telegram Korlantas Mabes Polri NomorNo. ST/1665/VII/HUK.7.1/2018 Tanggal 6 Juli 2018;
2. Divisi Asuransi mengirimkan surat edaran ke seluruh Kantor Cabang agar Kantor Cabang melakukan koordinasi dengan

In regards to SWDKLLJ, the Company conducted the followings:

1. Coordinate with the Traffic Corps of Indonesian National Police (Korlantas Polri) so that the SWDKLLJ citation for the issuance of Vehicle Trial Certificate (STCK) can be carried out according to the letter of support from Korlantas Polri Headquarters as Telegram Number ST/1665/VII/HUK.7.1/2018 dated July 6, 2018;
2. The Insurance Division sends circulars to all Branch Offices so that Branch Offices coordinate with Directorate of Traffic

Ditlantas terkaitan pengutipan SWDKLLJ atas penerbitan STCK Surat No. Nomor AS/SE/27/2018 Tanggal 5 Juli 2018 Perihal: Pengutipan SWDKLLJ atas STCK Bermotor;

3. Divisi Asuransi mendorong Kantor Cabang melakukan pengutipan SWDKLLJ atas penerbitan STCK kondisi s.d. Juli 2020 dan sudah 21 Kantor Cabang yang melakukan pengutipan SWDKLLJ atas penerbitan STCK;
4. Melaksanakan Penandatanganan MoU dan PKS Samsat *Online* Nasional oleh Tim Pembina Samsat Pusat pada tanggal 4 April 2019, bekerjasama dengan Bank Pembangunan Daerah di Semua Provinsi & Perbankan (BRI, Mandiri, BNI 46, BTN, CIMB Niaga, Bukopin, Permata, BCA) dan *Modern Cannel* (PT Value Stream Indonesia-VSI) untuk mempermudah masyarakat dalam melaksanakan pembayaran pajak kendaraan bermotor;
5. Melaksanakan Penandatanganan MoU dan PKS Samsat *Online* Nasional dengan PT Pos Indonesia (Persero) pada tanggal 16 Oktober 2019 untuk mempermudah masyarakat dalam pengambilan SKPD fisik dari Samsat;
6. Optimalisasi pengutipan SWDKLLJ atas Kendaraan Lintas Batas Negara/LBAN bekerja sama Korlantas Polri dan Instansi terkait di Pos Lintas Batas Negara melalui rencana penambahan loket di Papua;
7. Mendorong Korlantas Polri menerapkan UU NomorNo. 22 Tahun 2019 dan Perkab Kapolri Nomor 5 Tahun 2012 bagi kendaraan yang tidak melakukan pengesahaan STNK dalam waktu 7 (tujuh) tahun untuk dilakukan penghapusan data kendaraan di Kantor Samsat;
8. Tim Pembina Samsat Tingkat Nasional telah melakukan Penandatanganan Keputusan Bersama Pembentukan Sekretariat Pembina Samsat Tingkat Nasional pada tanggal 27 Agustus 2019;
9. Melaksanakan *Host to Host* data ranmor antara Jasa Raharja dengan Bapenda;
10. Berkoordinasi dengan Cabang agar target bulanan dapat tercapai sesuai dengan RKAP;
11. Berkoordinasi dengan Divisi TIK, Divisi Manajemen Risiko dan Transformasi Perseroan terkait pelaksanaan program kerja manajemen data kendaraan di *database* Jasa Raharja (*Single ID Data*);
12. Mendukung program pemerintah dalam melaksanakan pemutihan dan pembebasan denda dalam periode CovidCOVID-19 dalam rangka meningkatkan animo masyarakat untuk melunasi pajak kendaraan dan SWDKLLJ;
13. Mendukung program ERI (*Electronic Registration Indentification*) Korlantas dalam rangka meningkatkan keakuratan pengutipan SWDKLLJ di samsat;
14. Melaksanakan pembinaan ke cabang-cabang untuk memonitor pencapaian pendapatan bidang operasional dan tertib administrasi melalui media *virtual*;
15. Melaksanakan rapat koordinasi tim pembina samsat tingkat nasional pada tanggal 26-27 November 2020.

(Ditlantas) regarding the quoting of SWDKLLJ on the issuance of STCK Letter Number AS/SE/27/2018 dated July 5, 2018 Regarding: Quotation of SWDKLLJ for Motorized STCK;

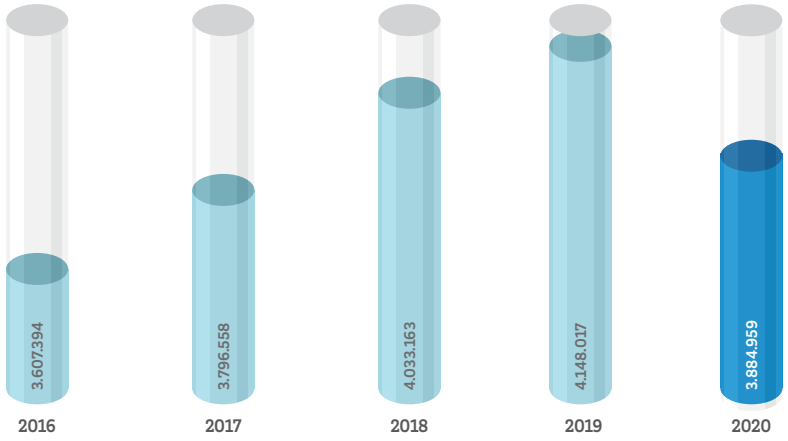
3. The Insurance Division encourages Branch Offices to quote SWDKLLJ for the issuance of STCK as of July 2020, and 21 Branch Offices have quoted SWDKLLJ for STCK issuance;
4. Signed the MoU and PKS on the National Online One-Stop Administration System (SAMSAT) by the Central Samsat Team on April 4, 2019, in collaboration with Regional Development Banks in All Provinces & Banking (BRI, Mandiri, BNI 46, BTN, CIMB Niaga, Bukopin, Permata, BCA) and Modern Channel (PT Value Stream Indonesia-VSI) to make it easier for the public to pay motorized vehicle taxes;
5. Carry out the signing of the MoU and PKS on the National Online Samsat with PT Pos Indonesia (Persero) on October 16, 2019 to make it easier for the public to take physical Regional Tax Assessment Letter (SKPD) from Samsat;
6. Optimize the quoting of SWDKLLJ for Cross-border Vehicles/ LBAN in collaboration with the Korlantas Polri and related agencies at the National Cross-Border Post through a plan to add counters in Papua;
7. Encourage the Korlantas Polri to apply Law No. 22 of 2019 and Police Chief Regulations (Perkab. Kapolri) No. 5 of 2012 for vehicles that do not ratify their Vehicle registration certificate (STNK) within 7 (seven) years to have vehicle data deleted at the Samsat Office;
8. The Central Samsat Team has signed the Joint Decree on the Establishment of the National Samsat Secretariat on August 27, 2019;
9. Implement Host to Host motor vehicle data between Jasa Raharja and Regional Revenue Agency;
10. Coordinate with Branches so that monthly targets can be achieved in accordance with Company's Work Plan and Budget (RKAP);
11. Coordinate with the ICT Division, Risk Management Division and Company Transformation regarding the implementation of the vehicle data management work program in the Jasa Raharja database (Single ID Data);
12. Support the government's program in carrying out the waivering and exemption of fines during the Covid-19 period in order to increase public interest in paying off vehicle taxes and SWDKLLJ;
13. Support the Korlantas ERI (Electronic Registration Indentification) program in order to improve the accuracy of quoting SWDKLLJ in Samsat;
14. Carry out coaching to branches to monitor the achievement of operational income and orderly administration through virtual media;
15. Conduct a coordination meeting for the national-level Samsat coaching team on 26-27 November 2020.

Perkembangan pendapatan SWDKLLJ dalam 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

The development of SWDKLLJ's revenue in the last 5 (five) years can be seen in the graph below.

Perkembangan Pendapatan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) 2016-2020
Development of Compulsory Contribution of Road Traffic Accident Fund (SWDKLLJ) 2016-2020

(Rp-juta)
(IDR-million)



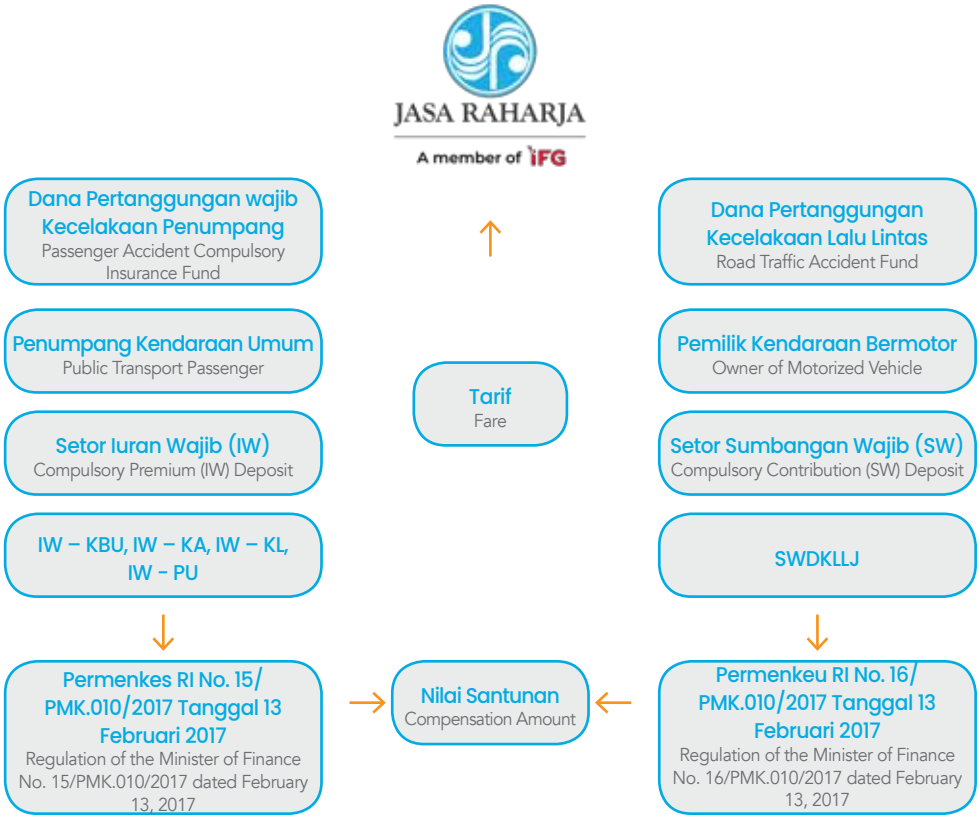
*) Disajikan kembali dan direklafikasi
*) Restated and reclassified

Penyerahan Santunan

Dalam mengelola Iuran Wajib dan SWDKLLJ sesuai Undang-Undang No. 33 Tahun 1964 dan Undang-Undang No. 34 Tahun 1964, Perseroan memiliki kewajiban untuk memberikan perlindungan dasar kepada masyarakat melalui penyerahan santunan bagi yang terkena musibah kecelakaan. Nominal santunan yang diserahkan telah diatur dalam Peraturan Menteri Keuangan No. 15/PMK.010/2017 tentang Besar Santunan dan Iuran Wajib Dana Pertanggungan Wajib Kecelakaan Penumpang Alat Angkutan Penumpang Umum di Darat, Sungai/Danau. Feri/ Penyeberangan, Laut dan Udara, No. 16/PMK.010/2017 tentang Besar Santunan dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan.

Disbursement of Compensation

In managing compulsory premium (IW) and contribution (SWDKLLJ) in accordance with Law No. 33 of 1964 and Law No. 34 of 1964, the Company has an obligation to provide basic protection to the public through the disbursement of compensation for those affected by accident. The nominal of compensation has been regulated in Regulation of the Minister of Finance No. 15/PMK.010/2017 concerning the Compensation Amount and compulsory Premium of Mandatory Accident Insurance Fund for Public Transport Passengers in Land, River/ Lake, Ferry/Crossing, Sea and Air as well as the Regulation of the Minister of Finance No.16/PMK.010/2017 dated February 13, 2017, regarding the Compensation Amount and Compulsory Contribution of Road Traffic Accident Fund.



Dalam upaya mempercepat proses penyerahan santunan, Perseroan melakukan proses perbaikan target penyelesaian santunan melalui penerapan prinsip "5T" (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu, dan Tepat Tempat) sejak tanggal kecelakaan hingga dilakukannya penyerahan santunan.

As an effort to accelerate the process of disbursement of compensation, the Company continues to make improvements to the target of compensation settlement through the application of "5T" principles (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu dan Tepat Tempat/Right Information, Right Guarantee, Right Subject, Right Time and Right Place) from the date of the accident until the disbursement of compensation.

Besaran Dana Penyerahan Santunan
Distribution of Compensation

	Realisasi 2020 (Rp-juta) 2020 Realization (IDR-million)	**Target 2020 (Rp-juta)** 2020 Target (IDR-million)	**Pencapaian Realisasi Terhadap Target 2019 (%)** Realization of 2019 Target (%)	**Realisasi 2019 (Rp-juta)** 2019 Realization (IDR-million)	**Kenaikan (Penurunan) 2019-2020 (%)** Increase (Decrease) 2019-2020 (%)
	1	**2**	**(1:2)**	**3**	**((1-3):3)**
Penumpang Kendaraan Bermotor Umum Public Transport Passengers	13.731	14.940	91,91%	25.143	-45,39%
Penumpang Kereta Api Train Passengers	482	926	52,00%	1.294	-62,79%
Penumpang Kapal Laut Ship Passengers	1.219	1.470	82,91%	3.288	-62,93%
Penumpang Pesawat Udara Aircraft Passengers	82	715	11,46%	259	-68,37%

Besaran Dana Penyerahan Santunan
Distribution of Compensation

	Realisasi 2020 (Rp-juta) 2020 Realization (IDR-million)	Target 2020 (Rp-juta) 2020 Target (IDR-million)	Pencapaian Realisasi Terhadap Target 2019 (%) Realization of 2019 Target (%)	Realisasi 2019 (Rp-juta) 2019 Realization (IDR-million)	Kenaikan (Penurunan) 2019-2020 (%) Increase (Decrease) 2019-2020 (%)
	1	2	(1:2)	3	((1-3):3)
Biaya P3K dan Ambulan UU No. 33/1964 First Aid Kit and Ambulance Costs Law No. 33 of 1964	285	300	94,90%	633	-55,02%
Jumlah Klaim UU No. 33/1964 Total Claim Law No. 33 of 1964	**15.798**	**18.351**	**86,09%**	**30.617**	**-48,40%**
Lalu Lintas Kereta Api Train Traffic	15.998	15.810	101,19%	21.217	-24,60%
Lalu Lintas Kendaraan Bermotor Motorized Vehicle Traffic	2.280.049	2.198.730	103,70%	2.614.862	-12,80%
Biaya P3K dan Ambulan UU No. 34/1964 First Aid Kit and Ambulance Costs Law No. 34 of 1964	21.702	22.370	97,01%	28.282	-23,27%
Jumlah Klaim UU No. 34/1964 Total Claim Law No. 34 of 1964	**2.317.749**	**2.236.910**	**103,61%**	**2.664.361**	**-13,01%**
Jumlah Klaim UU No. 33 dan 34/1964 ***Total Claim Law No. 33 of 1964 and No. 34 of 1964***	**2.333.547**	**2.255.261**	**103,47%**	**2.694.978**	**-13,41%**

Realisasi penyerahan santunan tahun 2020 sebesar Rp2,33 triliun, mengalami penurunan 13,41% atau setara dengan Rp361,43 miliar dari realisasi tahun 2019 sebesar Rp2,69 triliun. Jika dibandingkan dengan target RKAP tahun 2020 yang sebesar Rp2,26 miliar, realisasi penyerahan santunan tahun 2020 membukukan pencapaian 103,47%.

The realization of the disbursement of compensation in 2020 was IDR2.33 trillion, or a decrease of 13.41%, or equivalent to IDR361.43 billion from the realization in 2019 of IDR2.69 trillion. When compared with the 2020 RKAP target of IDR2.26 billion, the realization of the disbursement of compensation in 2020 recorded an achievement of 103.47%.

Berikut disampaikan jumlah korban yang diberikan santunan.

The following is a list of the number of victims who received compensation.

Jumlah Korban dan Santunan yang Telah Diserahkan
Number of Victims and Compensation Paid

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase (%) *Percentage (%)*
	(1)	(2)	(3=1-2)	(3/2)
Meninggal Dunia Death				
Jumlah Korban (Orang) Total Victims (People)	23.205	27.663	(4.458)	-16,12%

Jumlah Korban dan Santunan yang Telah Diserahkan
Number of Victims and Compensation Paid

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase (%) *Percentage (%)*
	(1)	(2)	(3=1-2)	(3/2)
Jumlah Nominal Santunan (Rp juta) Total Nominal of Compensation (IDR million)	1.199.143	1.400.913	(201.770)	-14,40%
Luka-Luka Injured				
Jumlah Korban (Orang) Total Victims (People)	81.869	98.162	(16.293)	-16,60%
Jumlah Nominal Santunan (Rp juta) Total Nominal of Compensation (IDR million)	1.087.956	1.234.936	(146.980)	-11,90%
Cacat Tetap Permanent Disabilities				
Jumlah Korban (Orang) Total Victims (People)	255	398	(143)	-35,93%
Jumlah Nominal Santunan (Rp juta) Total Nominal of Compensation (IDR million)	22.365	27.334	(4.969)	-18,18%
Penguburan Burial				
Jumlah Korban (Orang) Total Victims (People)	484	606	(122)	-20,13%
Jumlah Nominal Santunan (Rp juta) Total Nominal of Compensation (IDR million)	2.096	2.620	(524)	-20,00%
Ambulan & P3K Ambulance and First Aid Kit				
Jumlah Korban (Orang) Total Victims (People)	1.684	2.611	(927)	-35,50%
Jumlah Nominal Santunan (Rp juta) Total Nominal of Compensation (IDR million)	21.987	29.175	(7.188)	-24,64%
Keseluruhan Grand Total				
Jumlah Korban (Orang) ***Total Victims (People)***	**107.497**	**129.440**	**(21.943)**	**-16,95%**
Jumlah Nominal Santunan (Rp juta) ***Total Nominal of Compensation (IDR million)***	**2.333.547**	**2.694.978**	**(361.431)**	**-13,41%**

Realisasi korban yang telah disantuni di tahun 2020 sebanyak 107.497 orang, mengalami penurunan 16,95% atau setara dengan 21.943 orang dari realisasi tahun 2019 sebesar 129.440 orang.

The realization of victims who have been given compensation in 2020 was 107,497 people, or a decrease of 16.95%, or equivalent to 21,943 people from the realization in 2019 of 129,440 people.

Kecepatan Penyelesaian Santunan

Berikut adalah perbandingan realisasi kecepatan penyelesaian santunan tahun 2019 dan 2020.

Speed of Compensation Settlement

The following is a comparison of the realization of the speed of Compensation Settlement in 2019 and 2020.

	2020	2019	Pencapaian Achievement
Rata-rata Kecepatan Penyelesaian Sejak Tanggal Kecelakaan Meninggal Dunia dan Meninggal Dunia+Luka-luka Terjamin Average Speed of Settlement Since the Date of Accident That Causes Death & Death Injuries			
Target Kecepatan Speed Target	3 hari 3 days	4 hari 4 days	
Realisasi Kecepatan Speed Realization	1 hari 14 jam 1 days 14 hours	1 hari 15 jam 1 days 15 hours	1 jam lebih cepat 1 hour faster
Persentase Penyelesaian Sejak Tanggal Kecelakaan Meninggal Dunia dan Meninggal Dunia dan Luka-luka Terjamin Percentage of Compensation Settlement Since the Date of Accident That Causes Death & Death Injuries			
Target Persentase Percentage Target	0 s.d. 3 hari = 80,00% 0 to 3 days = 80,00%	0 s.d. 4 hari = 95,00% 0 to 4 days = 95,00%	
Realisasi Persentase Percentage Realization	94,39%	97,42%	Realisasi 14.39% di atas target Realization increased by 14.39%
Rata-rata Kecepatan Penyelesaian Sejak Pengajuan Berkas Lengkap Average Speed of Settlement Since the Date of Complete Document Submission			
Target Kecepatan Speed Target	1 jam 1 hours	1 jam 1 hours	
Realisasi Kecepatan Speed Realization	19 menit 49 detik 19 minutes 49 seconds	22 menit 15 detik 22 minutes 15 seconds	2 menit 26 detik lebih cepat 2 minutes 26 seconds faster
Persentase Penyelesaian Sejak Pengajuan Berkas Lengkap Percentage of Compensation Settlement since the date of Complete Document Submission			
Target Persentase Percentage Target	≤ 1 jam 100% ≤ 1 hours 100%	≤1 jam 100% ≤1 hours 100%	
Realisasi Persentase Percentage Realization	98,97%	98,76%	Realisasi meningkat 0,21 % Realization increased by 0.21%

Realisasi penyelesaian santunan bagi korban meninggal dunia pada tahun 2020 rata-rata 1 hari 14 jam sejak tanggal kecelakaan/meninggal dunia, atau 1 hari 10 jam lebih cepat dari sasaran 3 hari. Sebanyak 94,.39% korban meninggal dunia dapat diselesaikan dalam waktu maksimal 3 hari setelah kecelakaan dari sasaran 80%.

Realisasi penyelesaian sejak berkas lengkap diajukan adalah 19 menit 49 detik atau 40 menit 11 detik lebih cepat dari sasaran 1 jam. Sebanyak 99,87% penyelesaian santunan diselesaikan dalam waktu maksimal 1 jam sejak pengajuan dari sasaran 100%.

Realization of compensation settlement for death victims in 2020 is an average of 1 day 14 hours from the date of accident/death, or 1 day 10 hours ahead of the target of 3 days. As many as 94.39% of deaths can be settled within a maximum of 3 days after the accident from the target of 80%.

The realization of completion since the complete document submission was 19 minutes 49 seconds, or 40 minutes 11 seconds faster than the target of 1 hour. A total of 99.87% of compensation settlements were completed within a maximum of 1 hour from the submission of the 100% target.

Peningkatan Pelayanan Santunan

Upaya yang telah dilaksanakan Perseroan untuk meningkatkan pelayanan santunan kepada masyarakat selama adalah sebagai berikut:

1. Pengembangan aplikasi Monika (*Monitoring* Data Kecelakaan) sebagai tindak lanjut atas Nota Kesepahaman dan Perjanjian Kerja Sama antara Kepolisian Negara Republik Indonesia tentang "Pemanfaatan Data Kecelakaan Lalu Lintas dan Data Kendaraan Bermotor dengan Sistem *Online*" dan Perjanjian Kerja Sama antara BPJS Kesehatan dengan PT Jasa Raharja

Improvement of Compensation Services

Efforts that have been carried out by the Company to improve compensation services to the community are as follows:

1. Development of the Monika application (Accident Data Monitoring) as a follow-up to the Memorandum of Understanding and Cooperation Agreement with the Indonesian National Police regarding "Utilization of Traffic Accident Data and Motor Vehicle Data with an Online System" and the Cooperation Agreement between BPJS Kesehatan

(Persero) No. 76/KTR/0119 dan No. P/3/SP/2019 tentang Koodinasi Manfaat Penyelenggaraan Jaminan Kecelakaan Penumpang Angkutan Umum dan Lalu Lintas Jalan Serta Jaminan Kesehatan. Dengan pengembangan aplikasi Monika ini diharapkan menunjang peningkatan kualitas pelayanan dalam memberikan pelayanan kepada masyarakat, yakni:

a. Data korban yang dirawat di Rumah Sakit terpantau oleh Kepolisian sehingga dapat segera diterbitkan Laporan Polisi dan Jasa Raharja dapat segera menerbitkan surat jaminan;
b. Respons atas notifikasi data laka baik dari Jasa Raharja dan Kepolisian di cabang termonitor oleh Kantor Pusat dan Korlantas Polri.

2. Perpanjangan perjanjian kerja sama antara Perseroan dengan PT Taspen (Persero) tentang sinergi pelayanan program jaminan kecelakaan kerja bagi peserta Taspen yang mengalami kecelakaan lalu lintas;
3. Pengembangan sistem verifikasi rawatan digital yang merupakan sinergi dengan *Third Party Administrator* dalam pengendalian biaya rawatan korban yang sedang dirawat di Rumah Sakit. Verifikasi secara *online* membantu Jasa Raharja dalam *monitoring* biaya rawatan *day to day* hingga pasien selesai menjalani perawatan di Rumah Sakit;
4. Penghimpunan data titik geolokasi laka lantas serta rambu guna mendukung implementasi *big data* Jasa Raharja dalam mengambil keputusan strategis di bidang pelayanan;
5. Perancangan *modeling* yang pas dalam giat penyusunan anggaran bidang pelayanan santunan baik dari sisi biaya santunan yang akan diserahkan maupun dari sisi biaya pencegahan kecelakaan;
6. Mengembangkan aplikasi *mobile* JRku untuk meningkatkan kemudahan akses masyarakat berupa pengajuan santunan *online*, yang kemudian direspons dan diselesaikan dengan memanfaatkan sistem informasi komputer terintegrasi antara Dasi-JR, aplikasi *mobile* pelayanan JR, *database* kecelakaan IRSMS Korlantas Polri, database pasien Rumah Sakit/BPJS Kesehatan, *database* kependudukan Ditjen Dukcapil dan CMS Bank BRI;
7. Melaksanakan kegiatan *monitoring* dan evaluasi kerja sama antara Jasa Raharja, BPJS Kesehatan dan Korlantas Polri pada 3 wilayah yaitu Bali, Banten, D.I. Yogyakarta. Adapun harapan dari kegiatan ini dapat memberikan implikasi positif bagi kerja sama secara bersama dalam memberikan pelayanan prima terhadap masyarakat;
8. Meningkatkan internal kontrol guna mencegah timbulnya *fraud* dengan langkah sebagai berikut:
   a. Mengoptimalkan fungsi dan peran *Mobile Service* dalam hal pelaksanaan survei guna verifikasi dan validitas terkait kebenaran kasus laka, keabsahan ahli waris, kewajaran biaya rawatan;
   b. Setiap PIC Rumah Sakit wajib merespon maksimal 2 Jam data Laka RS yang diterima di aplikasi Movis, untuk

and PT Jasa Raharja (Persero) No. 76/KTR/0119 and No. P/3/SP/2019 concerning Coordination of the Benefits of Providing Accident Insurance for Public Transportation and Road Traffic as well as Health Insurance. With the development of the Monika application, it is expected to support the improvement of service quality in providing services to the community, namely:

a. The data of victims who are treated in hospitals are monitored by the Police so that a Police Report can be issued immediately and Jasa Raharja can immediately issue a guarantee letter;
b. Responses to notification of accident data from Jasa Raharja and the Police at the branch are monitored by the Head Office and the National Police Traffic Corps.

2. Extension of the cooperation agreement between the Company and PT Taspen (Persero) regarding the synergy of work accident insurance program services for Taspen participants who experience traffic accidents;
3. Development of a digital treatment verification system which is a synergy with Third Party Administrators in controlling the cost of treating victims who are being treated in hospitals. Online verification helps Jasa Raharja in monitoring day to day treatment costs until the patient has finished undergoing treatment at the hospital;
4. Collecting data on geolocation points for accidents and signs to support the implementation of Jasa Raharja's big data in making strategic decisions in the service sector;
5. Designing an appropriate model in the active budgeting of the compensation service sector, both in terms of the cost of compensation to be submitted and in terms of the cost of accident prevention;
6. Develop the JRku mobile application to improve public access in the form of online compensation applications, which are then responded to and resolved by utilizing the integrated computer information system between Dasi-JR, JR service mobile applications, IRSMS accident database of the National Police Corps, Hospital/BPJS Kesehatan patient database, and population database of the Directorate General of Civil Registration and CMS of Bank BRI;
7. Carry out monitoring and evaluation of Cooperation between Jasa Raharja, BPJS Kesehatan and Korlantas Polri in 3 regions, namely Bali, Banten, D.I. Yogyakarta. It is hoped that this activity can have positive implications for joint cooperation in providing excellent service to the community;
8. Improve internal control to prevent fraud by taking the following steps:
   a. Optimizing the function and role of Mobile Service in terms of conducting surveys for verification and validity related to the truth of accident cases, the validity of heirs, and the fairness of treatment costs;
   b. Each PIC of the Hospital shall respond within 2 hours at maximum on the hospital accident data received in the

selanjutnya dilakukan kunjungan menyampaikan rasa empati serta memberikan kepastian jaminan dengan batas waktu maksimal 2x24 Jam dari data diterima.

c. Sesuai Edaran Direksi maka PIC Rumah Sakit wajib melakukan kunjungan untuk melakukan *update* dan *monitoring* terhadap jumlah biaya rawatan atas korban yang telah dijamin, hal ini guna meminimalisir kemungkinan *fraud* atas biaya rawatan;
d. Setiap loket kantor (Cabang, Perwakilan, KPJR) memiliki tarif Rumah Sakit yang *update* sebagai bahan pembanding dalam melaksanakan verifikasi biaya rawatan;
e. Optimalisasi Dokter Konsultan Perseroan guna melakukan verifikasi atas Biaya Rawatan;
f. Adendum PKS dengan rumah sakit dengan penambahan ketentuan biaya administrasi sebesar 1% dari total tagihan biaya rawatan maksimal Rp150.000,- per berkas;
g. Rumah Sakit diminta untuk maksimal 7 hari dari korban keluar RS untuk segera melakukan penagihan ke Jasa Raharja, hal ini dilakukan guna meminimalisir risiko adanya *mark up* biaya rawatan;
h. Pelaksanaan survei pasca bayar setiap triwulan;
i. *Workshop* pembinaan pelayanan santunan pada Cabang Sumatera Selatan, Cabang Kalimantan Tengah, dan seluruh petugas pelayanan (*Mobile Service*, PJ Pelayanan, *Front Office*) untuk dalam memastikan *skill* dan *knowledge* insan Jasa Raharja dalam memberikan pelayanan prima kepada masyarakat.

Movis application, followed by addressing empathy and providing assurance of coverage with a maximum time limit of 2x24 Hours since the data received;
c. In accordance with the Circular of the Board of Directors, the PIC of Hospital shall conduct visit to update and monitor the total cost of treatment of victims who have been covered, in order to minimize the possibility of fraud on the cost of care;
d. Each office booth (Branch, Representative, KPJR) has the most up-to-date Hospital rates as a comparison material in carrying out verification of the maintenance costs;
e. Optimization of the Company's Consultant Doctors to verify the Nursing Costs;
f. Addendum to the cooperation agreement with hospitals with the addition of an administrative fee of 1% of the total bill of treatment costs, a maximum of Rp. 150,000 per file;
g. Hospitals are required for a maximum of 7 days from the victim to be discharged from the hospital to immediately send invoice to Jasa Raharja in order to minimize the risk of marking up medical expenses;
h. Conducting surveys after the distribution of compensation every quarter;
i. Workshop on assistance service development at the South Sumatra Branch, Central Kalimantan Branch, and all service officers (Mobile Service, Service PJ, Front Office) to increase the skills and knowledge of Jasa Raharja personnel in providing excellent service to the community.

Kegiatan Operasi dan Bisnis pengelolaan asuransi kredit, *surety bond*, asuransi kendaraan bermotor, dan lainnya

Selain pendapatan premi dari kegiatan pengelolaan luran Wajib (IW) sesuai Undang-undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) tentang Dana Pertanggungan Wajib Kecelakaan Lalu Lintas Jalan yang dilakukan Perseroan, terdapat juga pendapatan premi yang dikonsolidasikan dari kegiatan usaha entitas anak, PT Asuransi Jasaraharja Putera, yang meliputi penjualan atas asuransi kredit, *surety bond*, asuransi kendaraan bermotor, dan lainnya.

PT Asuransi Jasaraharja Putera ("JP-INSURANCE") didirikan pada 27 November 1993 di Jakarta, mengelola 27 Kantor Cabang dan 86 Kantor Pemasaran yang tersebar di seluruh Nusantara. JP-INSURANCE menyediakan solusi untuk kebutuhan jasa asuransi kerugian dan *Surety Bond* (*Suretyship*) yang dikemas sebagai JP-BONDING. Dalam industri asuransi Indonesia, dikenal sebagai pelopor *Surety Bond* sebuah produk keuangan untuk mendukung kelancaran proyek.

Operation and Business Activities of Managing Credit Insurance, Surety Bond, Motor Vehicle Insurance, and Other

In addition to premium income from Mandatory Premium (IW) management activities according to Law no. 33 of 1964 concerning the Accident Compulsory Insurance Fund and the Compulsory Contribution of Road Traffic Accident Funds (SWDKLLJ) (Law No. 34/1964) concerning the Mandatory Accident Insurance for Road Traffic Accident, there was also consolidated premium income from the business activities of its subsidiary, PT Asuransi Jasaraharja Putera, which includes sales of credit insurance, surety bonds, motor vehicle insurance, and others.

PT Asuransi Jasaraharja Putera ("JP-INSURANCE") was established on November 27, 1993 in Jakarta, managing 27 Branch Offices and 86 Marketing Offices spread throughout Indonesia. JP-INSURANCE provides solutions for loss insurance services and Surety Bond (Suretyship) needs which are packaged as JP-BONDING. In the Indonesian insurance industry, it is known as the pioneer of Surety Bond, a financial product to support the acceleration of a project.

Selain itu, JP-INSURANCE juga menyediakan beberapa produk unggulan lain, termasuk JP-ASTOR (Asuransi Kendaraan Bermotor), JP-GRAHA (Asuransi Kebakaran), JP-ASPRI (Asuransi Kecelakaan Pribadi), Asuransi Pengangkutan, Asuransi Rangka Kapal, Asuransi Rekayasa yang seluruhnya terus dikembangkan sejalan dengan tekad Jasa Raharja untuk menjadi *one-stop insurance service company*.

Tentang kinerja JP-INSURANCE terkonsolidasikan pada penjelasan profitabilitas segmen premi sebagaimana disampaikan di bawah ini.

Profitabilitas Segmen Premi

Profitabilitas segmen usaha premi dapat dilihat pada tabel di bawah ini.

In addition, JP-INSURANCE also provides several other superior products, including JP-ASTOR (Motor Vehicle Insurance), JP-GRAHA (Fire Insurance), JP-ASPRI (Personal Accident Insurance), Transportation Insurance, Hull Insurance, and Engineering Insurance, all of which continue to be developed in line with Jasa Raharja's determination to become a one-stop insurance service company.

The consolidated performance of JP-INSURANCE in the explanation of the profitability of the premium segment is presented below.

Profitability of Premium Segment

Profitability of premium business segment is described in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pendapatan Premi Premium Income				
Premi Bruto Gross Premiums	5.385.063	6.114.975	(729.912)	-11,94%
Premi Reasuransi Reinsurance Premiums	505.960	655.117	(149.157)	-22,77%
Penurunan/(Kenaikan) Cadangan atas Premi yang Belum Merupakan Pendapatan Increase(Decrease) in Unearned Premium Reserves	(10.651)	(113.078)	102.427	90,58%
Pendapatan Premi - Bersih ***Premium Income - Net***	**4.868.452**	**5.346.780**	**(478.328)**	**-8,95%**

Jumlah premi bruto tahun 2020 sebesar Rp5,39 triliun, turun 11,94% atau setara dengan Rp729,91 miliar dibandingkan tahun 2019 sebesar Rp6,11 triliun. Rincian premi bruto dapat dilihat di bawah ini.

The total gross premium in 2020 was IDR5.39 trillion, or decreased by 11.94%, or equivalent to IDR729.91 billion when compared to 2019's number of IDR6.11 trillion. Details of the gross premium can be seen below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase Percentage (%)
Pendapatan Premi Bruto Gross Premium Income				
Perseroan The Company				
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) Compulsory Contribution of Road Traffic Accident Funds	3.884.959	4.148.017	(263.058)	-6,34%
Iuran Wajib Pesawat Udara (IWPU) Aviation Compulsory Premiums (IWPU)	171.795	362.958	(191.163)	-52,67%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase Percentage (%)
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) Public Motor Transport Compulsory Premiums (IWKBU)	80.839	103.923	(23.084)	-22,21%
Iuran Wajib Kapal Laut (IWKL) Marine Transport Compulsory Premiums (IWKL)	51.611	84.440	(32.829)	-38,88%
Iuran Wajib Kereta Api (IWKA) Trains Compulsory Premiums (IWKA)	4.157	12.443	(8.286)	-66,59%
Sub-jumlah Perseroan Sub-amount of the Company	4.193.361	4.711.781	(518.420)	-11,00%
Entitas Anak Subsidiary				
Asuransi Kredit Credit Insurance	376.519	463.428	(86.909)	-18,75%
Surety Bond	159.807	195.511	(35.704)	-18,26%
Kendaraan Bermotor Motor Vehicles	78.118	100.802	(22.684)	-22,50%
Lainnya Others	577.258	643.453	(66.195)	-10,29%
Sub-jumlah Entitas Anak Sub-amount of the Subsidiary	1.191.702	1.403.194	(211.492)	-15,07%
Jumlah Pendapatan Premi Bruto ***Total Gross Premium Income***	**5.385.063**	**6.114.975**	**(729.912)**	**-11,94%**
Pendapatan Premi Reasuransi Reinsurance Premium Income				
Perseroan The Company				
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) Compulsory Contribution of Road Traffic Accident Funds	(9.713)	(10.370)	657	-6,34%
Iuran Wajib Pesawat Udara (IWPU) Aviation Compulsory Premiums (IWPU)	(19.908)	(49.338)	29.430	-59,65%
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) Public Motor Transport Compulsory Premiums (IWKBU)	(1.213)	(1.559)	346	-22,19%
Iuran Wajib Kapal Laut (IWKL) Marine Transport Compulsory Premiums (IWKL)	(3.353)	(5.489)	2.136	-38,91%
Iuran Wajib Kereta Api (IWKA) Trains Compulsory Premiums (IWKA)	(1.080)	(3.235)	2.155	-66,62%
Sub-jumlah Perseroan ***Sub-amount of the Company***	**(35.267)**	**(69.991)**	**34.724**	**-49,61%**
Entitas Anak Subsidiary				
Asuransi Kredit Credit Insurance	(196.543)	(253.934)	57.391	-22,60%
Surety Bond	(51.499)	(79.081)	27.582	-34,88%
Kendaraan Bermotor Motor Vehicles	(21.902)	(26.197)	4.295	-16,40%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase Percentage (%)
Lainnya Others	(200.749)	(225.914)	25.165	-11,14%
Sub-jumlah Entitas Anak Sub-amount of the Subsidiary	(470.693)	(585.126)	114.433	-19,56%
Jumlah Pendapatan Premi Reasuransi ***Total Reinsurance Premium Income***	**(505.960)**	**(655.117)**	**149.157**	**-22,77%**
Penurunan/(Kenaikan) Cadangan atas Premi yang Belum Merupakan Pendapatan ***Increase/(Decrease) of Unearned Premium Reserve***	**(10.651)**	**(113.078)**	**102.427**	**-90,58%**
Pendapatan Premi – Bersih ***Premium Income - Net***	**4.868.452**	**5.346.780**	**(478.328)**	**-8,95%**

Seperti yang telah disampaikan di atas, pendapatan premi bruto Perseroan didapatkan dari pengelolaan Iuran Wajib (IW) sesuai Undang-Undang No. 33 Tahun 1964 dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sesuai Undang-Undang No. 34 Tahun 1964. Jumlah pendapatan premi bruto Perseroan meningkat 0,43% sejalan dengan kenaikan pada penerimaan SWDKLLJ. Di samping itu, pendapatan premi bruto juga didapatkan dari entitas anak, PT Jasaraharja Putera, melalui kegiatan asuransi kredit, *surety bond*, pembiayaan kendaraan bermotor, dan lainnya.

Jumlah pendapatan premi bersih Perseroan di tahun 2020 sebesar Rp4,87 triliun, turun 8,95% atau setara dengan Rp478,33 miliar jika dibandingkan tahun 2019 yang sebesar Rp5,35 triliun.

As stated above, the Company's gross premium income is obtained from the management of Mandatory Premium (IW) in accordance with Law no. 33 of 1964 and the Compulsory Contribution of Road Traffic Accident Funds (SWDKLLJ) in accordance with Law no. 34 of 1964. The total gross premium income of the Company increased by 0.43%. This is in line with the increase in SWDKLLJ income. In addition, gross premium income is also obtained from the subsidiary, PT Jasaraharja Putera, through credit insurance, surety bonds, motor vehicle financing, and others.

The Company's total net premium income in 2020 was IDR4.87 trillion, or decreased by 8.95%, or equivalent to IDR478.33 billion when compared to 2019's number, which was IDR5.35 trillion.

INVESTASI

Kegiatan Operasi dan Bisnis Investasi

Dalam mengelola penerimaan dana Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ), Perseroan melakukan kegiatan investasi dengan memperhatikan ketentuan peraturan perundang-undangan. Investasi yang dilakukan Perseroan meliputi efek-efek, baik efek saham yang tercatat dalam nilai wajar melalui laporan laba rugi; efek berupa aset keuangan yang tersedia untuk dijual meliputi – Reksadana, Obligasi, Saham, *Medium Term Notes* (MTN), Dana investasi infrastruktur, Elek beragun aset (EBA); maupun efek yang dimiliki hingga jatuh tempo berupa Obligasi dan *Medium Term Notes*. Perseroan melakukan cadangan kerugian penurunan nilai dalam mengelola efek-efek tersebut.

Berikut disampaikan jumlah dan komposisi portofolio investasi yang dilakukan Perseroan.

INVESTMENT

Investment Operations And Business Activities

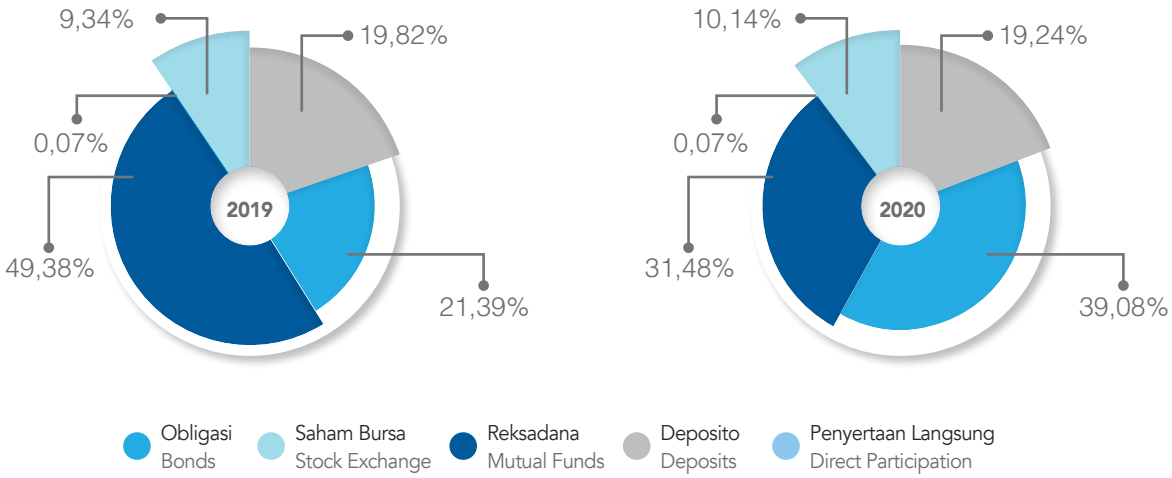
In managing Compulsory Premium (IW) and Compulsory Contribution for Road Traffic Accident Fund (SWDKLLJ) revenue, the Company carries out investment activities by taking into account the laws and regulations, which provide the basis for prudent investment management. The investments made by the Company include securities, both those which are listed at fair value through profit or loss; securities in the form of financial assets availablefor-sale include - Mutual Funds, Bonds, Shares, Medium Term Notes (MTN), Infrastructure Investment Funds, Asset Backed Securities (EBA); and securities held-to-maturity in the form of bonds and medium term notes. The Company conducted allowance for impairment losses in managing these securities.

The following is the number and composition of investment portfolios carried out by the Company.

Jumlah dan Komposisi Posisi Portofolio Investasi
Number and Composition of Investment Portfolio Position

Portofolio Investasi Investment Portfolio	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	Komposisi (%) Composition (%)	Jumlah (Rp-juta) Total (IDR-million)	Komposisi (%) Composition (%)	Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
	(1)	(2)	(3)	(4)	(4 = 3-1)	(5 = 4/3)
Deposito Deposits	2.651.374	19,24%	2.749.065	19,82%	(97.691)	-3,55%
Obligasi Bonds	5.386.513	39,08%	2.966.514	21,39%	2.419.999	81,58%
Reksadana Mutual Funds	4.338.251	31,48%	6.849.133	49,38%	(2.510.882)	-36,66%
Penyertaan Langsung Direct Participation	9.538	0,07%	9.538	0,07%	-	-
Saham Bursa Stock Exchange	1.396.953	10,14%	1.295.273	9,34%	101.680	7,85%
Jumlah ***Total***	**13.782.629**	**100,00%**	**13.869.523**	**100,00%**	**(86.894)**	**-0,63%**

Komposisi Portofolio Investasi
Composition of Investment Portfolio



Saldo instrumen investasi Deposito per 31 Desember 2020 mencapai Rp2,65 triliun, mengalami penurunan 3,55% dibandingkan periode yang sama tahun lalu sebesar Rp2,75 triliun. Penurunan ini disebabkan kondisi pasar modal yang mengalami tekanan cukup berat akibat risiko ketidakpastian dari pandemi COVID-19 dan strategi Perseroan dengan menambah proporsi pendapatan tetap untuk menghindari risiko volatilitas yang terjadi di pasar. Adapun penempatan Deposito Perseroan sebagian besar ditempatkan pada Bank BUMN dengan modal inti pada BUKU IV dan BUKU III serta penempatan pada beberapa Bank Pembangunan Daerah.

The balance of time deposit investment instruments as of December 31, 2020 reached IDR.2.65 trillion, or a decrease of 3.55% compared to the same period last year of IDR.2.75 trillion. This decline was due to capital market conditions which were under severe pressure due to the risk of uncertainty from the COVID-19 pandemic and the Company's strategy to increase the proportion of fixed income to avoid the risk of market volatility. The Company's time deposits were mostly placed in state-owned banks with core capital in BUKU IV and BUKU III as well as placements in several Regional Development Banks.

Saldo instrumen investasi Obligasi per 31 Desember 2020 mencapai Rp5,39 triliun, mengalami kenaikan hingga 81,58% dibandingkan periode yang sama tahun lalu sebesar Rp2,97 triliun. Posisi Obligasi per 31 Desember 2020 memiliki proporsi sebesar 39,08% dari total portofolio investasi. Dengan melakukan penempatan pada instrumen surat utang berbasis pendapatan tetap, Perseroan mengamankan sejumlah pendapatan investasi di tengah kondisi pasar modal yang sangat *volatile*. Penempatan pada instrumen Obligasi dialokasikan kepada Obligasi Pemerintah (SUN), Obligasi Korporasi BUMN, Obligasi anak perusahaan BUMN dan Obligasi yang diterbitkan oleh perusahaan yang terafiliasi BUMN dengan peringkat (*rating*) minimal *Investment Grade* (BBB), sedangkan penempatan Obligasi Korporasi selain BUMN, anak perusahaan BUMN dan pihak yang terafiliasi BUMN dengan peringkat (*rating*) *investment grade* minimal (A).

The balance of Bond investment instruments as of December 31, 2020, was IDR5.39 trillion, or an increase of up to 81.58% compared to the same period last year of IDR2.97 trillion. Bonds position as of December 31, 2020, had a proportion of 39.08% of the total investment portfolio. By placing a fixed income-based debt instrument, the Company secures some investment income in the midst of highly volatile capital market conditions. Placements in the Bond instrument are allocated to Government Bonds (SUN), SOE Corporate Bonds, SOE subsidiary bonds, and bonds issued by SOEs affiliated companies with a minimum Investment Grade (BBB) rating, while the placement of Corporate Bonds other than SOEs, SOEs subsidiaries and SOEs affiliated parties the minimum investment grade rating is (A).

Saldo instrumen investasi Reksadana per 31 Desember 2020 mencapai Rp4,34 triliun, mengalami penurunan 36,66% dibandingkan periode yang sama tahun lalu sebesar Rp6,85 triliun. Realisasi penempatan instrumen Reksadana pada aset investasi Perseroan sebesar 31,48% dengan *majority allocation* pada reksadana berbasis pendapatan tetap seperti Reksa Dana Terproteksi, Reksa Dana Penyertaan Terbatas, Reksa Dana Pendapatan Tetap dan Reksa Dana Saham serta *Exchange Traded Fund* (ETF). Penempatan instrumen reksa dana dilakukan Perseroan pada Manajer Investasi yang berpengalaman, profesional, memiliki kinerja yang baik dan telah memiliki izin dari OJK serta telah melalui seleksi penilaian rekanan investasi.

The balance of Mutual Fund investment instruments as of December 31, 2020, was IDR4.34 trillion, or a decrease of 36.66% compared to the same period last year of IDR6.85 trillion. The implementation of the placement of Mutual Fund instruments in the Company's investment assets was 31.48% with the majority allocation in fixed income-based mutual funds such as Protected Mutual Funds, Limited Participation Mutual Funds, Fixed Income Mutual Funds and Equity Mutual Funds, and Exchange Traded Funds (ETF). The placement of mutual fund instruments is conducted by the Company with experienced, professional, and well-performing Investment Managers who have obtained a license from the OJK and have gone through a selection of assessments from investment partners.

Saldo instrumen investasi Penyertaan Langsung per 31 Desember 2020 mencapai Rp9,54 miliar. Saldo ini tidak mengalami perubahan dari periode yang sama tahun lalu.

The balance of Direct Participation investment instruments as of December 31, 2020, was IDR9.54 billion. This balance does not change from the same period last year.

Saldo instrumen investasi Saham Bursa per 31 Desember 2020 mencapai Rp1,40 triliun, mengalami kenaikan 7,85% dibandingkan periode yang sama tahun lalu sebesar Rp1,29 triliun. Dengan terjadinya penurunan harga sejumlah saham sepanjang tahun 2020, Perseroan melakukan pembelian secara bertahap dan terbatas untuk memanfaatkan momentum pasar terhadap saham-saham yang sudah mengalami penurunan cukup dalam akibat pandemi COVID-19. Penempatan pada instrumen saham dialokasikan pada saham-saham yang tergabung dalam indeks LQ45 dengan tetap memperhatikan aspek fundamental emiten dan kondisi likuiditas Perseroan.

The balance of Stock Exchange investment instruments as of December 31, 2020, was IDR1.40 trillion, or increased by 7.85% compared to the same period last year of IDR1.29 trillion. With the decline in the prices of a number of shares throughout 2020, the Company made gradual and limited purchases to take advantage of market momentum for stocks which had experienced a considerable decline due to the COVID-19 pandemic. Placements in stock instruments are allocated to stocks that are included in the LQ45 index while still taking into account the issuer's fundamental aspects and the Company's liquidity conditions.

Komposisi investasi untuk tiap-tiap jenis investasi terhadap total investasi di tahun 2020 mengalami sedikit perubahan khususnya pada instrumen obligasi dan reksadana.

The investment composition for each type of investment to total investment in 2020 underwent a slight change, paticularly in Bonds and Mutual Fund instruments.

Profitabilitas Segmen Investasi

Profitabilitas segmen usaha investasi dapat dilihat pada tabel di bawah ini.

Profitability of Investment Segment

Profitability of investment business segment is described in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pendapatan Reksadana Mutual Funds Income	483.690	478.786	4.904	1,02%
Bunga Obligasi Interest from Bonds	264.587	295.634	(31.047)	-10,50%
Bunga Deposito Time Deposits Interest	176.256	199.466	(23.210)	-11,64%
Keuntungan dari Perubahan Nilai Wajar Efek-Efek Gains from Changes in Fair Value of Marketable Securities	10.957	36.916	(25.959)	-70,32%
Lain-lain Others	40.685	26.848	13.837	51,54%
Jumlah Pendapatan Investasi Total Investment Income	976.175	1.037.650	(61.475)	-5,92%

Jumlah pendapatan investasi Perseroan di tahun 2020 sebesar Rp976,18 miliar, turun 5,92% atau setara dengan Rp61,48 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,04 triliun. Penurunan terutama terjadi pada pendapatan dari bunga obligasi, bunga deposito dan keuntungan dari perubahan nilai wajar efek-efek.

The Company's total investment income in 2020 was IDR976.18 billion, or decreased by 5.92%, or equivalent to IDR61.48 billion when compared to 2019's number which was IDR1.04 trillion. The decrease mainly occurred in income from Interest from bonds, Interest from deposits, and gains from Changes in Fair Value of Marketable Securities.

LAIN-LAIN

Kegiatan Operasi dan Bisnis Lain-lain

Segmen lain-lain merupakan segmen yang mencatat pendapatan selain yang telah dibukukan pada pendapatan premi serta pendapatan investasi. Pendapatan lain-lain meliputi denda keterlambatan pelunasan SWDKLLJ, administrasi sertifikat/kartu dana, laba/(rugi) penjualan aset tetap, jasa giro, bunga pinjaman pegawai, beban Program Kemitraan dan Bina Lingkungan (PKBL), beban kerugian penurunan nilai, pajak final, dan lainnya.

Profitabilitas Segmen Lain-lain

Profitabilitas segmen usaha lain-lain dapat dilihat pada tabel di bawah ini.

OTHERS

Other Operations and Business Activities

Others segment refers to the segment that records income other than those recorded in premium income and investment income. Other income includes penalty for late payments of SWDKLLJ, administration of certificate/fund cards, profit/(loss) on sale of fixed assets, current accounts, employee loan interest, Partnership and Community Development Program (PKBL) expenses, impairment losses, final tax, and others.

Profitability of Other Business Segments

Profitability of other business segments can be seen in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Denda Keterlambatan Pelunasan SWDKLLJ Penalty for Late Payment of SWDKLLJ	413.851	604.419	(190.568)	-31,53%
Administrasi Sertifikat/Kartu Dana Administration of Funds Certificates/Cards	220.575	239.694	(19.119)	-7,98%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Laba/(Rugi) Penjualan Aset Tetap Profit/(Loss) on Sale of Fixed Assets	10.053	10.207	(154)	-1,51%
Jasa Giro Current Account Services	3.767	2.823	944	33,44%
Bunga Pinjaman Pegawai Employee Loan Interest	640	678	(38)	-5,60%
Beban Program Kemitraan dan Bina Lingkungan (PKBL) Partnership and Community Development Program (PKBL) Expenses	(27.402)	(33.370)	5.968	-17,88%
Beban Kerugian Penurunan Nilai Impairment Loss Costs	(33.195)	(40.810)	7.615	-18,66%
Beban Pajak Final Final Taxes	(122.136)	(133.316)	11.180	-8,39%
Lainnya Others	(28.273)	(37.654)	9.381	-24,91%
Jumlah Pendapatan Lain-lain ***Total Other Income***	**437.880**	**612.671**	**(174.791)**	**-28,53%**

Di tahun 2020, jumlah pendapatan lain-lain Perseroan tercatat sebesar Rp437,88 miliar, turun 28,53% atau setara dengan Rp174,79 miliar jika dibandingkan tahun 2019 yang sebesar Rp612,67 miliar. Penurunan tersebut disebabkan turunnya denda keterlambatan pelunasan SWDKLLJ yang mengalami penurunan nominal hingga Rp190,57 miliar. Di tahun 2020 terdapat program pemutihan denda pajak dan tunggakan yang dilaksanakan oleh beberapa Pemerintah Provinsi, yang kemudian berdampak terhadap penurunan nilai denda keterlambatan pelunasan SWDKLLJ yang diterima Perseroan.

In 2020, the Company's other income was recorded at IDR437.88 billion, or a decrease of 28.53%, or equivalent to IDR174.79 billion when compared to 2019's number, which was IDR612.67 billion. The decline was due to a decrease in Penalty for Late Payment of SWDKLLJ which experienced a nominal decline of up to IDR190.57 billion. In 2020, there was a write-off program for tax penalties and arrears conducted by several Provincial Governments, which then resulted in a decrease in the value of Penalty for Late Payment of SWDKLLJ received by the Company.

ASPEK PEMASARAN
MARKETING ASPECT

"Jasa Raharja terus melakukan upaya untuk meningkatkan kesadaran masyarakat akan kewaspadaan dalam berkendara di jalan."

"Jasa Raharja continues to make efforts to increase public awareness of being careful while driving on the road."

Strategi dan Kegiatan Pemasaran

Kebijakan pemasaran Perseroan terkandung 7 (tujuh) orientasi dasar yang seluruhnya merupakan satu kesatuan utuh yang tidak dapat dipisahkan, yaitu:

1. Orientasi dasar pertama, adalah mengarah pada peningkatan pemahaman masyarakat atas fungsi dan peranan Perseroan dalam penyelenggaraan asuransi kecelakaan penumpang angkutan umum dan asuransi kecelakaan lalu lintas jalan. Meningkatnya pemahaman masyarakat akan berdampak pada peningkatan penerimaan *underwriting* iuran wajib melalui pembelian tiket serta peningkatan penerimaan sumbangan wajib melalui pengurusan atau perpanjangan STNK;

2. Orientasi dasar kedua, adalah mengarah pada pemenuhan partisipasi Perseroan untuk lebih optimal melakukan upaya pencegahan dan penanggulangan kecelakaan dalam rangka menurunkan frekuensi dan sekaligus menurunkan tingkat fatalitas korban kecelakaan lalu lintas;

Marketing Strategy and Activities

The Company's marketing policy contains 7 (seven) basic orientations which are all integral and inseparable, namely:

1. The first basic orientation is directed towards increasing public understanding of the functions and roles of the Company in the administration of accident insurance for public transportation passengers and road traffic accident insurance. Increased public understanding will have an impact on increasing the receipt of underwriting compulsory premium through ticket purchases and increasing the receipt of compulsory contributions through the processing or renewal of vehicle registration;
2. The second basic orientation is directed towards the fulfillment of the Company's participation in optimizing efforts to prevent and manage accidents in order to reduce the frequency and at the same time reduce the fatality rate of traffic accident victims;

3. Orientasi dasar ketiga, adalah mengarah pada pelaksanaan fungsi dan tanggung jawab Perseroan dalam memberi berbagai kemudahan akses untuk memperoleh layanan yang lebih cepat kepada masyarakat;
4. Orientasi dasar keempat, adalah melaksanakan berbagai kegiatan yang efektif untuk menumbuhkan tanggung jawab dan partisipasi masyarakat agar tidak menjadi sasaran dan korban lalu lintas, tetapi harus dapat berperan sebagai subjek dan pelaku pengendali korban lalu lintas, termasuk pula di dalamnya upaya mencegah dan menanggulangi kecelakaan;
5. Orientasi dasar kelima, adalah mendorong Perseroan untuk secara terus-menerus melakukan berbagai terobosan penting yang inovatif dalam mengembangkan kualitas pelayanan informasi, pelayanan santunan dan pelayanan administrasi;
6. Orientasi dasar keenam, adalah mendorong Perseroan untuk mendukung upaya pemerintah untuk mengutamakan kegiatan ramah lingkungan sebagai dampak dari perilaku berkendaraan dan mensosialisasikan cara-cara inklusif seperti berjalan, bersepeda ataupun menggunakan sarana transportasi umum;
7. Orientasi dasar ketujuh adalah mendorong Perseroan untuk mengembangkan asuransi perjalanan berupa perlindungan apabila terjadi penundaan jadwal penerbangan, pembatalan penerbangan, ketinggalan penerbangan koneksi dan juga apabila bagasi yang dibawa penumpang terlambat, rusak atau hilang. Asuransi perjalanan ini guna menambah dan memperluas manfaat asuransi kecelakaan penumpang yang sudah ada.

3. The third basic orientation is directed towards the implementation of the Company's functions and responsibilities in providing various easy access to obtain faster services to the public;
4. The fourth basic orientation is to carry out various effective activities to develop community responsibility and participation so as not to become the targets and victims of traffic, but instead be able to act as subjects and person controlling traffic victims, including the efforts to prevent and overcome accidents;
5. The fifth basic orientation is to encourage the Company to continuously implement various important innovative breakthroughs in improving the quality of information services, compensation services and administrative services;
6. The sixth basic orientation, is to encourage the Company to support government efforts to prioritize environmentally friendly activities as a result of driving behavior and to promote inclusive ways such as walking, cycling or using public transportation;
7. The seventh basic orientation is to encourage the Company to establish travel insurance in the form of protection in the event of flight schedule delays, flight cancellations, missed flight connections and also if the baggage carried by passengers are delayed, damaged or lost. This travel insurance is to add and expand the benefits of existing passenger accident insurance.

Sebagai perusahaan yang menyalurkan santunan asuransi Jasa Raharja kepada masyarakat yang mengalami musibah kecelakaan angkutan umum dan kecelakaan lalu lintas di jalan, eksistensi Perseroan sangat penting dan strategis kedudukannya, khususnya terkait keselamatan bagi pengguna moda transportasi. Sejalan dengan strategi tahun 2020, Perseroan menyediakan berbagai sarana yang dibutuhkan antara lain penyediaan rambu dan marka jalan, pemasangan *billboard* dan papan peringatan, kampanye keselamatan lalu lintas, seminar pelopor keselamatan, penyediaan *safety riding* serta pelaksanaan diklat bagi pengemudi kendaraan umum.

As a company that distributes insurance benefits to the public who experienced public transportation accidents and road accidents, the existence of the Company is very important and strategic, especially when it comes to the safety of transportation users. In line with the 2020 strategy, The Company provides various facilities needed, including the provision of road signs, markings and warning boards, traffic safety campaigns, safety pioneer seminars, provision of safety riding and training for drivers of public transportation.

Di samping itu, kegiatan utama Hubungan Masyarakat (Humas) Perseroan adalah meningkatkan *brand awareness* di masyarakat yang sebagian besar aktivitasnya adalah sebagai berikut:

In addition, the main activity of the Company's Public Relations (PR) is to increase brand awareness in the community where most of the activities include:

Beberapa kegiatan yang telah dilaksanakan oleh Perseroan terkait pencegahan kecelakaan di tahun 2020 antara lain sebagai berikut:

Some of the activities carried out by the Company in 2020, which are related to accident prevention, include the following:

Sarana Penanggulangan Kecelakaan

Jenis dan jumlah sarana penanggulangan kecelakaan tahun 2020:

Facilities of Accident Management

The type and amount of the overall procurement and distribution of Accident Management Facilities in year 2020 can be seen as follows:

Sarana Penanggulangan Kecelakaan Accident Management Facilities	**Jumlah** Quantity	
Pengadaan *Traffic Cone* *Procurement of Traffic Cone*	7.000	Unit
Pengadaan Barikade Jalan Procurement of Road Barricades	1.540	Unit
Pengadaan Helm Procurement of Helmets	5.000	Unit
Pengadaan Rompi *Scotlight* *Procurement of Scotlight Vests*	5.000	Unit
Pengadaan Jas Hujan Procurement of Rain Coats	1.500	Unit
Pengadaan *Life Buoy* *Procurement of Life Buoy*	1.800	Unit
Pengadaan *Life Jacket* *Procurement of Life Jacket*	2.700	Unit
Pengadaan Rambu Darat Procurement of Land Signs	329	Unit
Pengadaan Rambu Perairan Procurement of Water Signs	48	Unit
Pengadaan Rambu Peringatan KA Procurement of Railway Warning Signs	23	Unit
Pengadaan Papan Informasi untuk Ruang UGD Procurement of ER Information Board	200	Unit

Sarana Penanggulangan Kecelakaan Accident Management Facilities	Jumlah Quantity	
Pengadaan *Roll Up Banner* *Procurement of Roll Up Banner*	150	Unit
Pengadaan Alat *Test* Alkohol Procurement of Alcohol Test Kit	75	Unit
Pengadaan Tenda Kerucut 4x6 Procurement of 4 by 6 Tents	30	Unit
Pengadaan Tenda Payung Procurement of Umbrella Tents	50	Unit
Pengadaan Tenda Pos Polisi Procurement of Police Tents	35	Unit
Pengadaan Tablet PC/Laptop Procurement of Tablet PCs/Laptops	75	Unit
Pengadaan Tab S7 Procurement S7 Tabs	200	Unit

Keselamatan Lalu Lintas

Pengoperasian Mobil Unit Keselamatan Lalu Lintas (MUKL) dan Mobil Unit Pelayanan Keliling (MUPK) pada masa pandemi COVID-19 sebelumnya ditunda pelaksanaannya. Hal ini sebagai langkah antisipasi penyebaran COVID-19. Namun untuk antisipasi penyebaran dengan diagnosa awal COVID-19 melalui *Rapid Test* serta dalam rangka mendukung program Pemerintah untuk memutus rantai penyebaran COVID-19 maka kegiatan MUKL diperluas dengan melakukan pemeriksaan diagnosa awal/*Rapid Test* COVID-19 kepada masyarakat. Langkah ini sebagai upaya pemenuhan penerapan protokol kesehatan yang dihimbau Pemerintah sehingga dapat meminimalisir risiko di mana salah satunya adalah timbulnya risiko kecelakaan lalu lintas yang mungkin akan terjadi.

Pelaksanaan kegiatan MUKL diselenggarakan dengan mengutamakan dan mematuhi protokol kesehatan COVID-19, di antaranya mengatur jarak, pembatasan jumlah peserta dan pembatasan waktu kegiatan serta dilakukan di luar kantor dan di tempat terbuka.

Preventif Kecelakaan

1. Dalam upaya memberikan edukasi kepada masyarakat di sekitar daerah rawan laka dapat berperan aktif dalam memberikan pertolongan pada korban kecelakaan serta mengetahui pihak-pihak yang dapat dihubungi demi menurunkan tingkat fatalitas korban laka lantas sehingga jumlah korban laka lantas yang meninggal dunia dapat menurun. Maka perlu diselenggarakan pelatihan penanganan korban laka lantas kepada komunitas masyarakat sepanjang jalan rawan lakalantas telah dilaksanakan secara *on the spot* di wilayah Lampung serta secara *virtual* di wilayah DKI Jakarta dan Banten;

Traffic Safety

Operation of the Traffic Safety Unit Car (MUKL) and Mobile Service Unit Cars (MUPK) during the COVID-19 pandemic which were previously postponed. This is a precautionary measure against the spread of COVID-19. However, to anticipate the spread with an initial diagnosis of COVID-19 through Rapid Tests, and to support the Government's program to break the chain of spread of COVID-19, the MUKL activity was expanded by conducting an initial diagnosis examination/rapid Test of COVID-19 to the public. This is an effort to fulfill the implementation of the health protocols recommended by the Government so as to minimize risks, one of which is the risk of traffic accidents that may occur.

The implementation of MUKL activities was carried out by prioritizing and complying with the COVID-19 health protocol, including managing distance, limiting the number of participants, and limiting the time of activities and carried out outside the office and in the open.

Prevention of Accidents

1. In an effort to provide education to the community around accident-prone areas, the Company can play an active role in providing assistance to accident victims and find out who can be contacted in order to reduce the fatality rate of accident victims so that the number of accident victims who die can decrease. Therefore, it is necessary to hold training on handling victims of traffic accidents to the community along traffic-prone roads. This has been carried out on-the-spot in the Lampung area and virtually in the DKI Jakarta and Banten areas;

2. Dalam membantu kelancaran pelayanan santunan kepada masyarakat yang mengalami kecelakaan lalu lintas, khususnya dalam kegiatan penelitian untuk keabsahan terhadap pengajuan santunan baik berkas cedera luka-luka, cacat tetap atau pun meninggal dunia, melakukan kerja sama dengan dokter konsultan;
3. Dalam rangka pengalihan penggunaan sepeda motor sebagai angkutan mudik ke angkutan bus untuk meminimalisir risiko laka lantas, semula direncanakan akan menyelenggarakan kegiatan Mudik Gratis Lebaran 1441 H Tahun 2020. Namun dengan adanya pandemi COVID-19, melalui Surat Kementerian Badan Usaha Milik Negara No. S-135/MBU/DSI/03/2020 tanggal 23 Maret 2020 tentang Pembatalan Program Mudik Gratis Bareng BUMN Tahun 2020, sehingga telah diputuskannya pembatalan sepenuhnya atas pelaksanaan Program Mudik Gratis Bareng BUMN Tahun 2020;
4. Telah dilaksanakan kegiatan PAM Lebaran, mulai dari pemasangan sebanyak 1.520 buah spanduk, berpartisipasi dalam memberikan bingkisan kepada Petugas Jasa Pos sebagai Aksi Simpatik, serta adanya Pos Pemantauan Kecelakaan secara *online* yang tersebar di seluruh wilayah Kantor Cabang;
5. Melaksanakan verifikasi data laka unit kecelakaan lalu lintas jalan di 4 (empat) wilayah yaitu Sumatera Utara, Aceh, Sulawesi Tenggara dan Bali;
6. Telah dilaksanakan kegiatan PAM Natal dan Tahun Baru, mulai dari pemasangan sebanyak 1.015 buah spanduk, berpartisipasi dalam memberikan bingkisan kepada Petugas Jasa Pos sebagai Aksi Simpatik, serta adanya Pos Pemantauan Kecelakaan secara *online* yang tersebar di seluruh wilayah Kantor Cabang;
7. Kegiatan pembuatan film layanan masyarakat dengan tujuan untuk dapat menambah pengetahuan dan kesadaran masyarakat tentang pentingnya tindakan preventif kecelakaan yang dilakukan dalam berkendara. Pemilihan pembuatan video keselamatan tersebut dengan pertimbangan bahwa media elektronik saat ini menjadi media yang efektif untuk referensi masyarakat dalam memperoleh informasi yang cepat, akurat dan dapat dipercaya;
8. Berpartisipasi bersama mitra dalam peninjauan jalur yang dilalui masyarakat dalam menghadapi rangkaian libur panjang guna terciptanya keselamatan berlalu lintas;
9. Memberikan dukungan kepada mitra kerja untuk kegiatan-kegiatan pencegahan kecelakaan.

2. In assisting the smooth running of compensation settlement to people who experience traffic accidents, especially in research activities for the validity of the submission of compensation for injuries, permanent disability or death, cooperation has been made with consultant doctors;
3. In the context of diverting the use of motorbikes as homecoming transportation to bus transportation to minimize the risk of accidents, it was originally planned to hold a Free Homecoming (Mudik Gratis) activity for Eid 1441 H in 2020. However, with the COVID-19 pandemic, through the Letter of the Ministry of State-Owned Enterprises No. S-135/MBU/DSI/03/2020 dated March 23, 2020 regarding the Cancellation of the 2020 Free Homecoming Program with SOEs, the implementation has been decided to be completely cancelled;
4. PAM 'Lebaran' activities have been carried out, starting from installing 1,520 banners, participating in giving gifts to Postal Service Officers as a Sympathetic Action, as well as having online Accident Monitoring Posts spread throughout the Branch Office area;
5. Carry out verification of road traffic accident unit's accident data in 4 (four) regions, namely North Sumatra, Aceh, Southeast Sulawesi and Bali;
6. PAM Christmas and New Year activities have been carried out, starting from installing 1,015 banners, participating in giving gifts to Postal Service Officers as a Sympathetic Action, as well as having online Accident Monitoring Posts spread throughout the Branch Office area;
7. Community service filmmaking activities with the aim of increasing public knowledge and awareness about the importance of accident prevention actions taken in driving. The choice of making the safety video is based on the consideration that electronic media is currently an effective medium for public reference in obtaining fast, accurate and reliable information;
8. Participate with partners in reviewing the paths passed by the community in the face of a series of long holidays in order to create traffic safety;
9. Provide support to partners for accident prevention activities.

Pangsa Pasar

Perseroan merupakan perusahaan asuransi sosial yang mengelola Asuransi Kecelakaan Penumpang Alat Angkutan Umum yang dilaksanakan berdasarkan Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang, serta Asuransi Tanggung Jawab Menurut Hukum Terhadap Pihak Ketiga yang dilaksanakan berdasarkan Undang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan.

Secara umum, pangsa pasar Perseroan dapat dilihat dari total aset industri asuransi sosial, sebagaimana terlihat pada tabel di bawah ini.

Market share

The Company is a social insurance company that manages Accident Insurance for Public Transportation Passengers, which is implemented under Law No. 33 of 1964 concerning the Accident Compulsory Insurance Fund, as well as Legal Liability Insurance for Third Parties implemented under Law No. 34 of 1964 concerning the Road Traffic Accident Funds.

In general, the Company's market share can be seen from the total assets of the social insurance industry, as shown in the table below.

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase (%) Percentage (%)
Total Aset Asuransi Sosial (Rp-juta)* Total Social Insurance Assets (IDR-million)*	534.456.170	457.351.043	77.105.127	16,86%
Total Aset Perseroan (Rp-juta) Total Assets of the Company (IDR-million)	17.309.567	16.927.196	382.371	2,26%
Pangsa Pasar (%) *Market Share*	**3,24%**	**3,70%**	**(0,46)**	**-12,43%**

*) Sumber: Statistik Asuransi 2019 dan 2020, Otoritas Jasa Keuangan
*) Source: Insurance Statistics 2019 and 2020, Financial Services Authority

Total aset Perseroan senilai Rp17,31 triliun, atau 3,24% terhadap total aset industri asuransi sosial yang senilai Rp534,46 triliun. Komposisi ini mengalami penurunan, di mana pada tahun 2019 total aset Perseroan mencapai 3,70% terhadap total aset industri asuransi sosial Indonesia. Adanya penurunan tersebut terutama disebabkan kenaikan total aset asuransi nasional yang jauh lebih tinggi dibandingkan kenaikan aset Perseroan.

The Company's total assets are valued at IDR17.31 trillion, or 3.24% of the total assets of the social insurance industry of IDR534.46 trillion. This composition has decreased, since in 2019 the Company's total assets reached 3.70% of the total assets of the Indonesian social insurance industry. The decrease was mainly due to the increase in total national insurance assets which was much higher than the increase in the Company's assets.

TINJAUAN KEUANGAN DAN INFORMASI MATERIAL LAINNYA

FINANCIAL REVIEW AND OTHER MATERIAL INFORMATION

STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Analisa dan pembahasan kinerja keuangan dalam laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2020 dan 31 Desember 2019 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan. Laporan Keuangan Perseroan telah disusun sesuai dengan Standar Akuntasi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia (DSAK-IAI). Laporan keuangan disusun sesuai dengan PSAK 1 (2015) tentang "Penyajian Laporan Keuangan".

STANDARD ON INFORMATION PRESENTATION AND COMPLIANCE WITH INDONESIA FINANCIAL ACCOUNTING STANDARDS

Analysis and discussion of financial performance in this annual report refers to the Financial Statements for the years ended December 31, 2020 and December 31, 2019, which have been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners Public Accountant Office. The Company's Financial Statements have been prepared in accordance with Financial Accounting Standards in Indonesia that include Statement on Financial Accounting Standards (PSAK) and Interpretations of Statements of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK-IAI). The financial statements have been prepared in accordance with PSAK 1 (2015) concerning "Presentation of Financial Statements".

ANALISIS KINERJA KEUANGAN

FINANCIAL PERFORMANCE ANALYSIS

Laporan Posisi Keuangan Konsolidasian

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

"Posisi Keuangan memberikan sekilas gambaran tentang kekuatan aset, kewajiban dan permodalan Perseroan."

"Financial Position provides a description of the strength of the Company's assets, liabilities and capital."

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Aset Assets	17.309.567	16.927.196	382.371	2,26%
Liabilitas Liabilities	5.746.803	5.507.166	239.637	4,35%
Ekuitas Equity	11.562.764	11.420.030	142.734	1,25%
Jumlah Liabilitas dan Ekuitas ***Total Liabilities and Equity***	**17.309.567**	**16.927.196**	**382.371**	**2,26%**

Jumlah aset, liabilitas dan ekuitas mengalami peningkatan dibandingkan tahun sebelumnya. Berikut diuraikan rincian kinerja dari aset, liabilitas dan ekuitas Perseroan.

The Company's total assets, liabilities and equity have increased compared to the previous year. The following describes the details of the Company's performance of assets, liabilities and equity.

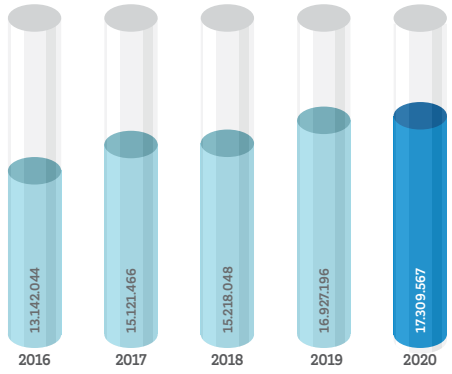
Aset

Total Aset Perseroan tahun 2020 mencapai Rp17,31 triliun, mengalami kenaikan 2,26% dibandingkan Total Aset tahun 2019 sebesar Rp16,93 triliun. Pada Laju Pertumbuhan Majemuk Tahunan atau *Compound Annual Growth Rate* (CAGR) 2016-2020, Total Aset Perseroan mengalami pertumbuhan 7,13%.

The Company's Total Assets in 2020 amounted to IDR17.31 trillion, an increase of 2.26% compared to Total Assets in 2019 of IDR16.93 trillion. In the 2016-2020 Compound Annual Growth Rate (CAGR), the Company's Total Assets experienced a growth of 7.13%.

Assets

Perkembangan Jumlah Aset 2016-2020 (Rp-juta)
Development of Total Assets 2016-2020 (IDR-million)



Aset
Assets

(Rp-juta)
(IDR-million)

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Kas dan Kas pada Bank Cash and Cash in Banks	290.633	227.391	63.242	27,81%
Deposito Wajib dan Berjangka Statutory and Time Deposits	2.651.374	2.749.065	(97.691)	-3,55%
Efek-Efek - Bersih Marketable Securities - Net	11.513.226	11.110.920	402.306	3,62%
Piutang Hasil Investasi Investment Income Receivables	79.686	187.944	(108.258)	-57,60%
Piutang Premi - Bersih Premium Receivables - Net	196.412	230.220	(33.808)	-14,69%
Piutang Reasuransi - Bersih Due From Reinsurers - Net	90.724	80.722	10.002	12,39%
Beban Akuisisi Ditangguhkan Deferred Acquisition Cost	38.407	22.553	15.854	70,30%
Penyertaan Langsung Direct Participations	9.538	9.538	0	0,00%
Aset Tetap - Bersih Fixed Assets - Net	820.414	820.789	(375)	-0,05%
Aset Pajak Tangguhan - Bersih Deferred Tax Assets - Net	297.845	362.006	(64.161)	-17,72%
Aset Reasuransi Reinsurance Assets	1.193.589	1.000.872	(192.717)	19,25%
Aset Dan Piutang Lain-lain - Bersih Other Assets Receivables - Net	127.719	125.176	2.543	2,03%
Jumlah Aset ***Total Assets***	**17.309.567**	**16.927.196**	**382.371**	**2,26%**

Jumlah Aset Perseroan di tahun 2020 mengalami peningkatan 2,26% dibandingkan dengan tahun 2019, yang terutama disebabkan penurunan piutang hasil investasi dan aset reasuransi. Kinerja Aset Perseroan secara rinci adalah sebagai berikut.

The Company's Total Assets in 2019 increased by 2.26% compared to 2019, which was mainly due to decrease in Investment income receivables and reinsurance assets. The Company's Asset Performance in detail is as follows.

Kas dan Kas pada Bank

Rincian kas dan kas pada bank Perseroan dapat dilihat di bawah ini.

Cash and Cash in Bank

Details of cash and cash in bank of the Company can be seen below.

	2020 (Rp-juta) (IDR-million)	**2019 (Rp-juta)** (IDR-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	**Persentase (%)** Percentage (%)
Kas Cash	352	362	(10)	-2,76%
Kas pada Bank Cash in Bank	290.281	227.029	63.252	27,86%
Jumlah Kas dan Kas pada Bank ***Total Cash and Cash in Bank***	**290.633**	**227.391**	**63.242**	**27,81%**

Jumlah Kas dan kas pada bank di tahun 2020 tercatat sebesar Rp290,63 miliar, naik 27,81% atau setara dengan Rp63,24 miliar jika dibandingkan tahun 2019 yang sebesar Rp227,39 miliar. Kenaikan ini disebabkan karena adanya deposito jatuh tempo di akhir tahun 2020, sehingga investasi deposito yang jatuh tempo ditempatkan sementara dalam kas dan kas pada bank.

Total cash and cash in banks in 2020 was recorded at IDR290.63 billion, or an increase of 27.81%, or equivalent to IDR63.24 billion when compared to 2019's number, which was IDR227.39 billion. This increase was due to the deposits which were due at the end of 2020 thereby the investment in the due deposits was temporarily allocated in cash and cash in bank.

Deposito Wajib dan Berjangka

Higga akhir tahun 2020 jumlah Deposito Wajib dan Berjangka yang Perseroan catatkan sebesar Rp2,65 triliun, menurun 3,55% atau setara dengan Rp97,69 miliar jika dibandingkan tahun 2019 yang sebesar Rp2,75 triliun. Hal tersebut disebabkan karena jatuh tempo.

Statutory and Time Deposits

The Company's statutory and time deposits in 2020 amounted to IDR2.65 trillion, or a decrease of 3.55%, or equivalent to IDR97.69 billion when compared to 2019's number of IDR2.75 trillion. The decrease was due to the deposits which were due.

Penempatan dana jaminan yang dilakukan Perseroan telah sesuai dengan Peraturan OJK No. 71/POJK.05/2016 dan Peraturan Menteri Keuangan Republik Indonesia No. 53IPMK.010/2012.

The placement of statutory funds by the Company is in accordance with OJK Regulation No. 71/POJK.05/2016 and Regulation of the Minister of Finance of the Republic of Indonesia No. 53IPMK.010/2012.

Efek-Efek - Bersih

Rincian penempatan efek-efek Perseroan dapat dilihat di bawah ini.

Marketable Securities - Net

Details of the placement of the Company's securities can be seen below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Nilai Wajar melalui Laporan Laba Rugi: Fair Value through Profit or Loss:				
Saham Share	415.901	285.490	130.411	45,68%
Aset Tersedia untuk Dijual: Assets Available for Sale:				
Reksadana Mutual funds	4.280.437	3.623.215	657.222	18,14%
Obligasi Bonds	3.413.777	3.598.257	(184.480)	-5,13%
Saham Shares	981.052	1.009.783	(28.731)	-2,85%
Medium Term Notes	48.059	255.194	(207.135)	-81,17%
Dana Investasi Infrastruktur Infrastructure Investment Fund	45.045	50.000	(4.955)	-9,91%
Efek Beragun Aset Asset Backed Securities	18.000	25.044	(7.044)	-28,13%
Dimiliki hingga Jatuh Tempo: Held-to-Maturity:				
Obligasi Bonds	1.972.736	2.260.991	(288.255)	-12,75%
Medium Term Notes	94.966	20.000	74.966	374,83%
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	(17.054)	(17.054)	-	-
Jumlah Efek-Efek - Bersih ***Total Marketable Securities - Net***	**11.513.226**	**11.110.920**	**402.306**	**3,62%**

Di tahun 2020 jumlah efek-efek bersih Perseroan tercatat sebesar Rp11,51 triliun, meningkat sebanyak 3,62% atau setara dengan Rp402,31 miliar jika dibandingkan tahun 2019 yang sebesar Rp11,11 triliun. Kenaikan tersebut tak lepas dari keberhasilan strategi Perseroan dalam melakukan analisis dan evaluasi terhadap portofolio investasi secara berkesinambungan untuk memperoleh hasil investasi yang optimal dengan memperhatikan kondisi pasar dan memperhatikan momentum pasar yang tepat.

In 2020, the Company's marketable securities - net were recorded at IDR11.51 trillion, or an increase of 3.62%, or equivalent to IDR402.31 billion when compared to 2019's number which was IDR11.11 trillion. The increase was due to the success of the Company's strategy in conducting analysis and evaluation of the investment portfolio on an ongoing basis to obtain optimal investment returns by taking into account market conditions and the right market momentum.

Piutang Hasil Investasi

Perseroan mencatat piutang hasil investasi di tahun 2020 sebesar Rp79,69 miliar, menurun 57,60% atau setara dengan Rp108,26 miliar jika dibandingkan tahun 2019 yang sebesar Rp187,94 miliar. Penurunan ini disebabkan karena penjualan efek investasi di akhir tahun 2020 lebih sedikit dibandingkan tahun sebelumnya.

Investment Receivable Income

The Company recorded Investment Receivable Income in 2020 of IDR79.69 billion, or a decrease of 57.60%, or equivalent to IDR108.26 billion when compared to 2019's number, which was IDR187.94 billion. This decrease was due to fewer sales of investment securities at the end of 2020 compared to the previous year.

Piutang Premi - Bersih

Perseroan mencatat piutang premi – bersih di tahun 2020 sebesar Rp196,41 miliar, menurun 14,69% atau setara dengan Rp33,81 miliar jika dibandingkan tahun 2019 yang sebesar Rp230,22 miliar. Penurunan ini disebabkan karena adanya perubahan cadangan kerugian penurunan nilai yang lebih besar dari tahun lalu.

Piutang Reasuransi - Bersih

Di tahun 2020 Perseroan mencatat piutang reasuransi – bersih sebesar Rp90,72 miliar, meningkat 12,39% atau setara dengan Rp10,00 miliar jika dibandingkan tahun 2019 yang sebesar Rp80,72 miliar. Kenaikan ini disebabkan pencatatan piutang untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang reasuransi.

Beban Akuisisi Ditangguhkan

Beban Akuisisi Ditangguhkan Perseroan di tahun 2020 sebesar Rp38,41 miliar, naik sebesar 70,30% atau setara dengan Rp15,85 miliar jika dibandingkan tahun 2019 yang sebesar Rp22,55 miliar. Peningkatan ini disebabkan sejalan dengan perhitungan cadangan teknis yang mengalami peningkatan dibandingkan tahun sebelumnya.

Penyertaan Langsung

Penyertaan langsung merupakan investasi jangka panjang yang dilakukan Perseroan pada perusahaan non-publik. Hingga akhir tahun 2020, Perseroan memiliki penyertaan langsung pada PT Asuransi Jasaraharja Putera sebagai entitas anak, dengan kepemilikan sebesar 93,8%.

Perseroan mencatat penyertaan langsung di tahun 2020 sebesar Rp9,54 miliar, yang mana masih sama dengan tahun 2019 yang juga sebesar Rp9,54 miliar.

Aset Tetap - Bersih

Aset Tetap – Bersih yang dimiliki Perseroan di tahun 2020 tercatat sebesar Rp820,41 miliar, menurun 0,05% atau setara dengan Rp375 juta jika dibandingkan tahun 2019 yang sebesar Rp820,79 miliar. Penurunan ini disebabkan karena kebijakan Perseroan terkait efisiensi, termasuk penambahan aset tetap baru dengan melakukan penyewaan dalam beberapa aset yang diperlukan.

Aset Pajak Tangguhan - Bersih

Perseroan mencatat Aset Pajak Tangguhan - Bersih di tahun 2020 sebesar Rp297,85 miliar, menurun 17,72% atau setara dengan Rp64,16 miliar jika dibandingkan tahun 2019 yang sebesar Rp362,01 miliar. Penurunan ini disebabkan karena adanya perubahan tarif pajak pada tahun 2020.

Premium Receivable - Net

The Company recorded premium receivables – net in 2020 of IDR196.41 billion, or decreased by 14.69%, or equivalent to IDR33.81 billion when compared to 2019's number, which was IDR230.22 billion. This decrease was due to a change in the allowance for impairment losses which was greater than last year.

Reinsurance Receivable - Net

In 2020, the Company recorded reinsurance receivables – net of IDR90.72 billion, or an increase of 12.39%, or equivalent to IDR10.00 billion when compared to 2019's number, which was IDR80.72 billion. This increase was due to the recording of receivables to cover possible losses from uncollectible due from reinsurers.

Deferred Acquisition Costs

The Company's Deferred Acquisition Costs in 2020 amounted to IDR38.41 billion, or an increase of 70.30%, or equivalent to IDR15.85 billion when compared to 2019's number, which was IDR22.55 billion. This increase is due to the calculation of technical reserves that have increased compared to the previous year.

Direct Participation

Direct participation represents long-term investment in public and non-publicly-listed companies. Until the end of 2020, the Company has direct investment in PT Asuransi Jasaraharja Putera as its subsidiary, with ownership of 93.8%.

The Company's direct participation value in 2020 and 2019 did not change, which amounted to IDR9.54 billion.

Fixed Assets - Net

Fixed Assets – Net owned by the Company in 2020 was recorded at IDR820.41 billion, or decreased by 0.05%, or equivalent to IDR375 million when compared to 2019's number, which was IDR820.79 billion. This decrease was due to the Company's policies related to efficiency, including the addition of new fixed assets by leasing the required assets.

Deferred Tax Assets - Net

The Company recorded Deferred Tax Assets - Net in 2020 of IDR297.85 billion, or a decrease of 17.72%, or equivalent to IDR64.16 billion when compared to 2019's number, which was IDR362.01 billion. This decrease was due to changes in tax rates in 2020.

Aset Reasuransi

Aset Reasuransi Perseroan di tahun 2020 tercatat Rp1,19 triliun, yang mana meningkat sebesar 19,25% atau setara dengan Rp192,72 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,00 triliun. Peningkatan ini disebabkan karena kenaikan nilai untuk cadangan atas premi yang belum merupakan pendapatan.

Reinsurance Asset

The Company's Reinsurance Assets in 2020 were recorded at IDR1.19 trillion, which was an increase of 19.25%, or equivalent to IDR192.72 billion when compared to 2019's number, which was IDR1.00 trillion. This increase was due to an increase in the value of unearned premium reserves.

Aset dan Piutang Lain-lain – Bersih

Aset dan piutang lain-lain – bersih terdiri dari piutang klaim *natural death* – bersih, piutang pegawai, aset lainnya, serta piutang lainnya.

Aset dan Piutang Lain-lain – bersih Perseroan di tahun 2020 sebesar Rp127,72 miliar, naik sebesar 2,03% atau setara dengan Rp2,54 miliar jika dibandingkan tahun 2019 yang sebesar Rp125,18 miliar. Kenaikan ini disebabkan karena adanya peningkatan piutang lainnya pada entitas anak akibat adanya piutang klaim untuk klaim *natural death*.

Other Assets and Receivables – Net

Other assets and receivables - net consisting of natural death claims receivables – net, employee receivables, other assets, and other receivables.

Other assets and receivables – net in 2020 increased into IDR127.72 billion, or by 2.03%, or equivalent to IDR2.54 billion when compared to 2019's number, which was 125.18 billion. This increase was due to an increase in other receivables from subsidiaries due to natural death claim receivables.

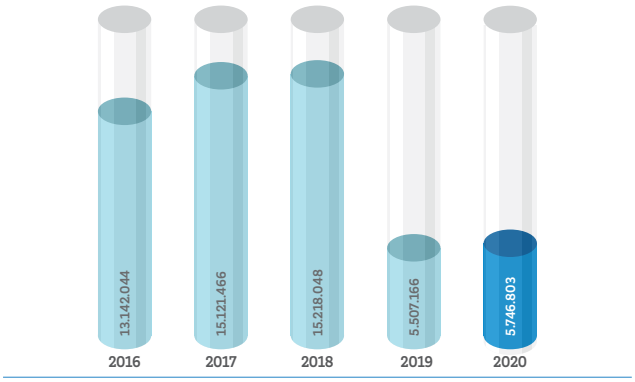
Liabilitas

Total Liabilitas Perseroan tahun 2020 mencapai Rp5,75 triliun, mengalami kenaikan 4,35% dibandingkan Total Liabilitas tahun 2019 sebesar Rp5,51 triliun.

In 2020, the Company's Total Liabilities reached 5.75 trillion, or increased by 4.35% compared to Total Liabilities in 2019 of IDR5.51 trillion.

Liabilities

Perkembangan Jumlah Liabilitas 2016-2020
Development of Total Liabilities 2016-2020
(Rp-juta)
(IDR-million)



Liabilitas
Liabilities

(Rp-juta)
(IDR-million)

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Utang Klaim Claim Payables	22.384	29.449	(7.065)	-23,99%
Utang Pajak Taxes Payables	112.386	94.866	17.520	18,47%

Liabilitas
Liabilities

(Rp-juta)
(IDR-million)

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Akrual dan Utang Lain-Lain Accrued Expenses and Other Payables	682.829	678.385	4.444	0,66%
Utang Reasuransi Due to Reinsurers	84.466	126.295	(41.829)	-33,12%
Estimasi Liabilitas Klaim Estimated Claim Liabilities	945.972	898.134	47.838	5,33%
Cadangan atas Premi yang Belum Merupakan Pendapatan Unearned Premium Reserves	3.465.901	3.356.714	109.187	3,25%
Liabilitas Imbalan Kerja Employee Benefit Liabilities	422.865	323.323	99.542	30,79%
Jumlah Liabilitas ***Total Liabilities***	**5.746.803**	**5.507.166**	**239.637**	**4,35%**

Jumlah Liabilitas Perseroan di tahun 2020 mengalami peningkatan 4,35% dibandingkan dengan tahun 2019, yang terutama disebabkan kenaikan cadangan atas premi yang belum merupakan pendapatan. Kinerja Liabilitas Perseroan secara rinci adalah sebagai berikut.

Utang Klaim

Utang Klaim Perseroan di tahun 2020 tercatat sebesar Rp22,38 miliar, menurun 23,99% atau setara dengan Rp7,06 miliar jika dibandingkan tahun 2019 yang sebesar Rp29,45 miliar. Penurunan ini disebabkan karena penurunan jumlah pembayaran klaim yang *outstanding* di akhir tahun 2020.

Utang Pajak

Perseroan mencatat Utang Pajak di tahun 2020 sebesar Rp112,39 miliar, mengalami peningkatan 18,47% atau setara dengan Rp17,52 miliar jika dibandingkan tahun 2019 yang sebesar Rp94,87 miliar. Kenaikan ini disebabkan karena adanya perubahan jadwal pembayaran angsuran PPh 25 pada semester 2 yang disebabkan kondisi pandemi COVID-19 yang tidak dapat diprediksi.

Akrual dan Utang Lain-lain

Rincian akrual dan utang lain-lain dapat dilihat di bawah ini.

The Company's total liabilities in 2020 increased by 4.35% compared to 2019, which was mainly due to an increase in Unearned premium reserves. The Company's Liability Performance in detail is as follows.

Claims Payable

The Company's Claims Payable in 2020 was recorded at IDR22.38 billion, or decreased by 23.99%, or equivalent to IDR7.06 billion when compared to 2019's number, which was IDR29.45 billion. This decrease was due to a decrease in the number of outstanding claims payments at the end of 2020.

Tax Payables

The Company recorded Tax Payables in 2020 amounted to IDR112.39 billion, or an increase of 18.47%, or equivalent to IDR17.52 billion when compared to 2019's number, which was IDR94.87 billion. This increase was due to a change in the Article 25 income tax (PPh 25) installment payment schedule in the second semester due to the unpredictable COVID-19 pandemic conditions.

Accrued Expenses and Other Payables

Details of Accrued expenses and other payables can be seen below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Jasa Produksi dan Tantiem Production and Tantiem Services	219.543	266.409	-46.866	-17,59%
Utang Pengadaan Barang dan Jasa Goods and Services Payable	59.191	54.630	4.561	8,35%
Beban Pegawai Employee Expenses	55.184	41.573	13.611	32,74%
Liabilitas Sewa Finance Lease Liabilities	42.208	-	-	-
Beban Operasional Operating Expenses	26.054	20.455	5.599	27,37%
Beban Teknologi Informasi dan Komunikasi Information Technology and Communication Expenses	14.142	17.392	-3.250	-18,69%
Beban Pencegahan dan Pelayanan Prevention and Services Expenses	9.663	12.120	-2.457	-20,27%
Utang Lainnya Other Payables	120.208	140.058	-19.850	-14,17%
Beban Lain-Lain Other Expenses	136.636	125.748	10.888	8,66%
Jumlah Akrual dan Utang Lain-lain ***Total Accrued Expenses and Other Payables***	**682.829**	**678.385**	**4.444**	**0,66%**

Jumlah Akrual dan Utang Lain-lain Perseroan di tahun 2020 tercatat sebesar Rp682,83 miliar, mengalami peningkatan 0,66% atau setara dengan Rp4,44 miliar jika dibandingkan tahun 2019 yang sebesar Rp678,39 miliar. Kenaikan ini disebabkan karena adanya liabilitas aset sewa sebagai dampak penerapan PSAK 74.

Total Accrued Expenses and Other Payables of the Company in 2020 was recorded at IDR682.83 billion, or an increase of 0.66%, or equivalent to IDR4.44 billion when compared to 2019's number, which was IDR678.39 billion. This increase was due to lease payment liabilities as a result of the application of SFAS 74

Utang Reasuransi

Perseroan mencatat Utang Reasuransi di tahun 2020 sebesar Rp84,47 miliar, mengalami penurunan 33,12% atau setara dengan Rp41,83 miliar jika dibandingkan tahun 2019 yang sebesar Rp126,30 miliar. Penurunan ini disebabkan karena adanya penurunan premi bruto yang diterima oleh Jasa Raharja dari seluruh *Line of Bussiness*.

Due to reinsurers

The Company recorded Due to reinsurers in 2020 amounting to IDR84.47 billion, or decreased by 33.12%, or equivalent to IDR41.83 billion when compared to 2019's number, which was IDR126.30 billion. This decrease was due to a decrease in gross premiums income of Jasa Raharja from all Line of Business.

Estimasi Liabilitas Klaim

Di tahun 2020 Estimasi Liabilitas Klaim Perseroan tercatat sebesar Rp945,97 miliar, naik 5,33% atau setara dengan Rp47,84 miliar jika dibandingkan tahun 2019 yang sebesar Rp898,13 miliar. Peningkatan ini disebabkan karena kenaikan klaim dalam proses dan klaim yang terjadi namun belum dilaporkan menurut perhitungan aktuaria.

Estimated Claim Liabilities

In 2020 the Company's Estimated Claim Liabilities was recorded at IDR945.97 billion,or an increase of 5.33%, or equivalent to IDR47.84 billion when compared to 2019's number, which was IDR898.13 billion. This increase was due to an increase in outstanding claims and claims incurred but not reported according to actuarial valuation.

Cadangan atas Premi yang Belum Merupakan Pendapatan

Cadangan atas premi yang belum merupakan pendapatan terdiri dari cadangan yang dilakukan oleh Perseroan serta cadangan yang dilakukan oleh entitas anak.

Unearned premium reserves

Unearned premium reserves consists of reserves made by the Company and reserves made by subsidiaries.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Perseroan The Company				
Kecelakaan Penumpang Angkutan Umum Public Transport Passenger Accidents	772	1.870	(1.098)	-58,72%
Kecelakaan Lalu Lintas Jalan Road Traffic Accidents	2.150.155	2.195.507	(45.352)	-2,07%
Sub-Jumlah Perseroan Sub-Total of the Company	2.150.927	2.197.377	(46.450)	-2,11%
Entitas Anak Subsidiaries				
Asuransi Kredit Credit Insurance	46.246	895.679	(849.433)	-94,84%
Surety Bond	31.821	38.137	(6.316)	-16,56%
Kendaraan Bermotor Motor Vehicle	1.085.763	62.338	1.023.425	1.641,74%
Lainnya Others	151.144	163.183	(12.039)	-7,38%
Sub-Jumlah Entitas Anak Sub-Total of Subsidiaries	1.314.974	1.159.337	155.637	13,42%
Jumlah Cadangan atas Premi yang Belum Merupakan Pendapatan ***Total Unearned Premium Reserves***	**3.465.901**	**3.356.714**	**109.187**	**3,25%**

Di tahun 2020 Perseroan mencatat Cadangan atas Premi yang Belum Meruapakan Pendaptan sebesar Rp3,47 triliun, mengalami kenaikan sebesar 3,25% atau setara dengan Rp109,18 miliar jika dibandingkan tahun 2019 yang sebesar Rp3,36 triliun. Kenaikan ini disebabkan karena peningkatan pendapatan premi pada tahun 2020.

In 2020, the Company recorded unearned premium reserves of IDR3.47 trillion, or an increase of 3.25%, or equivalent to IDR109.18 billion when compared to 2019's number which was IDR3.36 trillion. This increase was due to an increase in premium income in 2020.

Liabilitas Imbalan Kerja

Jumlah Liabilitas Imbalan Kerja Perseroan di tahun 2020 sebesar Rp422,87 miliar, mengalami kenaikan 30,79% atau setara dengan Rp99,54 miliar jika dibandingkan tahun 2019 yang sebesar Rp323,32 miliar. Kenaikan ini disebabkan karena jumlah karyawan yang relatif memiliki waktu yang masih panjang cukup banyak.

Employee Benefits Liability

The Company's Total Employee Benefits Liabilities in 2020 amounted to IDR422.87 billion, or an increase of 30.79%, or equivalent to IDR99.54 billion when compared to 2019's number, which was IDR323.32 billion. This increase was due to the relatively large number of employees still having long tenures.

Ekuitas

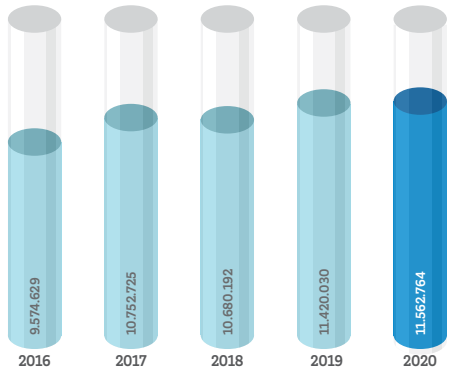
Equity

Total Ekuitas Perseroan tahun 2020 mencapai Rp11,56 triliun, mengalami kenaikan 1,25% dibandingkan Total Ekuitas tahun 2019 sebesar Rp11,42 triliun. Pada Laju Pertumbuhan Majemuk Tahunan atau *Compound Annual Growth Rate* (CAGR) 2016-2020, Total Ekuitas Perseroan mengalami pertumbuhan 4,83%.

The Company's Total Equity in 2020 amounted to IDR11,56 trillion, or an increase of 1.25% compared to Total Equity in 2019 of IDR11.42 trillion. In Compound Annual Growth Rate (CAGR) 2016-2020, the Company's Total Assets grew by 4.83%.

Perkembangan Jumlah Ekuitas 2016-2020
Development of Total Equity 2016-2020

(Rp-juta)
(IDR-million)



Ekuitas
Equity

(Rp-juta)
(IDR-million)

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity Attributable to the Owner of Parent Entity				
Modal Saham Share Capital	8.500.000	8.500.000	-	-
Tambahan Modal Disetor Additional Paid-in Capital	13.504	13.504	-	-
Saldo Laba yang Telah Ditentukan Penggunaannya Appropriated Retained Earnings	1.955.305	1.703.520	251.785	14,78%
Saldo Laba yang Belum Ditentukan Penggunaannya Unappropriated Retained Earnings	1.504.501	1.551.785	(47.284)	-3,05%
(Kerugian)/Keuntungan yang Belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual Unrealised (Losses)/Gains on Available-for-Sale Marketable Securities	(240.458)	(227.998)	(12.460)	5,46%
Komponen Ekuitas Lainnya Other Equity Components	(239.864)	(185.466)	(54.398)	29,33%
Jumlah Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Total Equity Attributable to the Owner of Parent Entity	11.492.988	11.355.345	137.643	1,21%
Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non-Pengendali Total Equity Attributable to Non-Controlling Interest	69.776	64.685	5.091	7,87%
Jumlah Ekuitas ***Total Equity***	**11.562.764**	**11.420.030**	**142.734**	**1,25%**

Jumlah Ekuitas Perseroan di tahun 2020 mengalami peningkatan 1,25% dibandingkan dengan tahun 2019, yang terutama disebabkan kenaikan saldo laba yang telah ditentukan penggunaannya. Kinerja Ekuitas Perseroan secara rinci adalah sebagai berikut.

Modal Saham

Modal Saham Perseroan di tahun 2020 masih sama jika dibandingkan dengan tahun 2019 yakni sebesar Rp8,50 triliun.

Tambahan Modal Disetor

Perseroan mencatat tambahan modal di tahun 2020 sebesar Rp13,50 miliar, yang mana masih sama dengan tahun sebelumnya yakni sebesar Rp13,50 miliar.

Saldo Laba yang Telah Ditentukan Penggunaannya

Saldo Laba yang Telah Ditentukan Penggunanya tercatat sebesar Rp1,96 triliun, meningkat sebesar 14,78% atau setara dengan Rp251,78 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,70 triliun. Kenaikan ini disebabkan karena adanya pencatatan laba di tahun 2020.

Saldo Laba yang Belum Ditentukan Penggunaannya

Jumlah Saldo Laba yang Belum Ditentukan Penggunanya di tahun 2020 tercatat sebesar Rp1,50 triliun, mengalami penurunan 3,05% atau setara dengan Rp47,28 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,55 triliun. Penurunan ini sejalan dengan turunnya laba tahun 2020 dibandingkan tahun sebelumnya.

(Kerugian)/Keuntungan yang Belum Direalisasi atas Efek-efek yang Tersedia Untuk Dijual

Hingga akhir tahun 2020 Kerugian yang belum direalisasi atas efek-efek yang tersedia untuk dijual sebesar Rp240,46 miliar, mengalami peningkatan 5,46% atau setara dengan Rp12,46 miliar jika dibandingkan tahun 2019 yang sebesar Rp228,00 miliar. Peningkatan kerugian ini disebabkan karena kondisi harga pasar efek yang kurang menguntungkan di sepanjang tahun 2020.

Komponen Ekuitas Lainnya

Jumlah Komponen Ekuitas Lainnya di tahun 2020 sebesar defisit Rp239,86 miliar, naik sebanyak 29,33% atau setara dengan Rp54,39 miliar jika dibandingkan tahun 2019 yang sebesar defisit Rp185,47 miliar. Kenaikan defisit ini didapatkan dari kenaikan efek-efek yang tersedia untuk dijual akibat penurunan harga pasar saham/pasar modal.

Total Equity of the Company in 2020 increased by 1.25% compared to 2019, which was mainly due to an increase in appropriated retained earnings. The Company's Equity Performance in detail is as follows.

Share Capital

The Company's Share Capital in 2020 is still the same when compared to 2019 which was IDR8.50 trillion.

Additional Paid-in Capital

The Company recorded additional capital in 2020 of IDR13.50 billion, which is still the same as the previous year of IDR13.50 billion.

Appropriated Retained Earnings

The Balance of Appropriated Retained Earnings was recorded at IDR1.96 trillion, which was an increase of 14.78%, or equivalent to IDR251.78 billion when compared to 2019's number, which was IDR1.70 trillion. This increase was due to the recording of profit in 2020.

Unappropriated Retained Earnings

The amount of Unappropriated Retained Earnings in 2020 was recorded at IDR1.50 trillion, or a decrease of 3.05%, or equivalent to IDR47.28 billion when compared to 2019's number which was IDR1.55 trillion. This decline is in line with the decline in profit in 2020 compared to the previous year.

Unrealised (Losses)/Gains on Available-for-Sale Marketable Securities

Until the end of 2020, the unrealised loss on available-for-sale marketable securities was IDR240.46 billion, or an increase of 5.46%, or equivalent to IDR12.46 billion when compared to 2019's number, which was IDR228.00 billion. This increase in loss was due to unfavorable market price conditions throughout 2020.

Other Equity Components

Total Other Equity Components in 2020 amounted to minus IDR239.86 billion, or an increase of 29.33%, or equivalent to IDR54.39 billion when compared to 2019's number, which was minus IDR185.47 billion. This increase in the deficit was obtained from the increase in available-for-sale marketable securities due to the decline in stock market/capital markets prices

Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non-Pengendali

Perseroan mencatat Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali sebesar Rp69,78 miliar, mengalami peningkatan 7,87% atau setara dengan Rp5,09 miliar jika dibandingkan tahun 2019 yang sebesar Rp64,69 miliar. Kenaikan ini disebabkan peningkatan posisi saldo laba yang dicadangkan.

Equity Attributable to Non-Controlling Interests

The Company recorded Equity Attributable to Non-Controlling Interests of IDR69.78 billion, or an increase of 7.87%, or equivalent to IDR5.09 billion when compared to 2019's number, which was IDR64.69 billion. This increase was due to increase in the position of reserved retained earnings.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Profit (Loss) and Other Comprehensive Income

"Di tengah kondisi pandemi COVID-19 yang penuh ketidakpastian, Perseroan masih mampu menjaga profitabilitasnya dengan cukup baik."

"In the midst of the COVID-19 pandemic, which is full of uncertainty, the Company is still able to maintain its profitability quite well."

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pendapatan Revenues	6.282.507	6.997.101	(714.594)	-10,21%
Beban-beban Expenses	4.430.589	5.092.096	(661.507)	-12,99%
Laba Sebelum Pajak Penghasilan Income before Income Tax	1.851.918	1.905.005	(53.087)	-2,79%
Beban Pajak Penghasilan Income Tax Expenses	(343.021)	(346.004)	2.983	-0,86%
Laba Bersih Tahun Berjalan Net Profit for the Year	1.508.897	1.559.001	(50.104)	-3,21%
Penghasilan Komprehensif Lain Other Comprehensive Income	(65.742)	72.338	(138.080)	-190,88%
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	1.443.155	1.631.339	(188.184)	-11,54%
Laba Tahun Berjalan yang Diatribusikan Kepada: Profit for the Year Attributable To:				
Pemilik Entitas Induk Owner of Parent Entity	1.504.501	1.551.785	(47.284)	-3,05%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Kepentingan Non-Pengendali Non-controlling Interest	4.396	7.216	(2.820)	-39,08%
	1.508.897	1.559.001	(50.104)	-3,21%
Laba Komprehensif yang Dapat Diatribusikan Kepada: Comprehensive Profit Attributable To:				
Pemilik Entitas Induk Owner of Parent Entity	1.437.643	1.623.540	(185.897)	-11,45%
Kepentingan Non-Pengendali Non-controlling Interest	5.512	7.799	(2.287)	-29,32%
	1.443.155	1.631.339	(188.184)	-11,54%
Laba per Saham (Rupiah penuh) Earning per Share (full IDR amount)	177.000	182.563	(5.563)	-3,05%

Pendapatan

Seperti yang telah dijelaskan pada bagian Tinjauan Operasi per Segmen Usaha dalam bab ini, pendapatan Perseroan didapatkan dari pendapatan premi, premi investasi, dan pendapatan lain-lain.

Revenue

As explained in the Operational Review by Business Segment section in this chapter, the Company's revenue is derived from premium income, investment premiums and other income.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pendapatan Premi Premium Income				
Premi Bruto Gross Premiums	5.385.063	6.114.975	(729.912)	-11,94%
Premi Reasuransi Reinsurance Premiums	(505.960)	(655.117)	149.157	-22,77%
Kenaikan/(Penurunan) Cadangan atas Premi yang Belum Merupakan Pendapatan Increase/(Decrease) in Unearned Premium Reserves	(10.651)	(113.078)	102.427	-90,58%
Pendapatan Premi - Bersih Premium Income - Net	4.868.452	5.346.780	(478.328)	-8,95%
Pendapatan Investasi Investment Income	976.175	1.037.650	(61.475)	-5,92%
Pendapatan Lain-lain - Bersih Other Income - Net	437.880	612.671	(174.791)	-28,53%
Jumlah Pendapatan ***Total Revenue***	**6.282.507**	**6.997.101**	**(714.594)**	**-10,21%**

Perseroan mencatat Jumlah pendapatan di tahun 2020 sebesar Rp6,28 triliun, mengalami penurunan 10,21% atau setara dengan Rp714,59 miliar jika dibandingkan tahun 2019 yang sebesar Rp7,00 triliun. Penurunan ini terutama disebabkan karena turunnya

The Company recorded total revenue in 2020 of IDR6.28 trillion, which was a decrease of 10.21% or equivalent to IDR714.59 billion when compared to 2019's number, which was IDR7.00 trillion. This decrease was mainly due to a decrease in gross premium

pendapatan premi bruto, khususnya pendapatan dari Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) sebagaimana telah dijelaskan sebelumnya.

Tentang kinerja masing-masing pendapatan dapat dilihat pada bagian Tinjauan Operasi per Segmen Usaha dalam bab ini.

Perkembangan jumlah pendapatan Perseroan 5 (lima) tahun terakhir dapat dilihat di bawah ini.

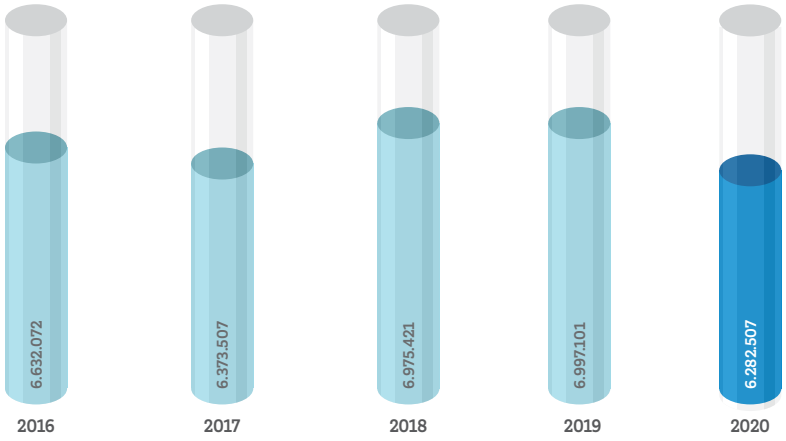
income, in particular, income from the Compulsory Premium (IW) and the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ) as previously explained.

The performance of each revenue can be seen in the Operational Review per Business Segment section in this chapter.

The development of the Company's total revenue for the last 5 (five) years can be seen below.

Perkembangan Jumlah Pendapatan 2016-2020
Development of Total Revenue 2016-2020

(Rp-juta)
(IDR-million)



Beban-beban

Beban Perseroan terdiri dari klaim dan manfaat, beban akuisisi dan komisi, serta beban umum dan administrasi.

Expenses

The Company's expenses consist of claims and benefits, acquisition costs and commission expenses, as well as general and administrative expenses.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Klaim dan Manfaat Claims and Benefits	2.544.980	3.023.065	(478.085)	-15,81%
Beban Akuisisi dan Komisi Acquisition Costs and Commission Expenses	428.017	499.856	(71.839)	-14,37%
Beban Umum dan Administrasi General and administrative expenses	1.457.592	1.569.175	(111.583)	-7,11%
Jumlah Beban ***Total Expenses***	**4.430.589**	**5.092.096**	**(661.507)**	**-12,99%**

Perseroan mencatat Jumlah Beban di tahun 2020 sebesar Rp4,43 triliun, mengalami penurunan 12,99% atau setara dengan Rp661,51 miliar jika dibandingkan tahun 2019 yang sebesar Rp5,09 triliun, dengan rincian sebagai berikut;

The Company recorded Total Expenses in 2020 amounted to IDR4.43 trillion, or decreased by 12.99%, or equivalent to IDR661.51 billion when compared to 2019's number, which was IDR5.09 trillion, with details as follows;

- Klaim dan Manfaat
  Klaim dan manfaat terdiri dari klaim dan manfaat, klaim reasuransi, dan kenaikan estimasi liabilitas klaim.

- Claims and Benefits
  Claims and benefits consist of claims and benefits, reinsurance claims, and increases in estimated claims liabilities.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Klaim dan Manfaat Claims and Benefits	2.854.868	3.178.154	(323.286)	-10,17%
Klaim Reasuransi Reinsurance Claims	(249.540)	(177.318)	(72.222)	40,73%
Kenaikan (Penurunan) Estimasi Liabilitas Klaim Increases (Decreases) in Estimated Claims Liabilities	(60.348)	22.229	(82.577)	-371,48%
Jumlah Klaim dan Manfaat - Bersih ***Total Claims and Benefits – Net***	**2.544.980**	**3.023.065**	**(478.085)**	**-15,81%**

Jumlah klaim dan manfaat Perseroan mengalami penurunan sebesar 10,17%, sebagaimana terlihat pada tabel di bawah ini.

The number of claims and benefits of the Company decreased by 10.17%, as shown in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Perseroan The Company				
Kecelakaan Lalu Lintas Jalan Road Traffic Accidents	2.280.101	2.614.862	(334.761)	-12,80%
Kecelakaan Penumpang Angkutan Umum Public Transport Passenger Accidents	31.487	51.201	(19.714)	-38,50%
Biaya Penanganan Klaim Claim Handling Expenses	66.500	121.782	(55.282)	-45,39%
Sub-Jumlah Perseroan Sub-Total of the Company	2.378.088	2.787.845	(409.757)	-14,70%
Entitas Anak Subsidiary				
Asuransi Kredit Credit Insurance	251.516	193.517	57.999	29,97%
Surety Bond	23.293	32.725	(9.432)	-28,82%
Kendaraan Bermotor Motor Vehicle	39.660	42.198	(2.538)	-6,01%
Lainnya Others	162.311	121.869	40.442	33,18%
Sub-Jumlah Entitas Anak Sub-Total of Subsidiary	476.780	390.309	86.471	22,15%
Jumlah Klaim dan Manfaat Total Claims and Benefits	2.854.868	3.178.154	(323.286)	-10,17%

Di samping itu, klaim reasuransi di tahun 2020 tercatat sebesar Rp249,54 miliar, yang mana mengalami kenaikan sebesar 40,73% atau setara Rp72.22 miliar dari tahun sebelumnya yang tercatat Rp177,32 miliar, sebagaimana terlihat pada tabel di bawah ini.

In addition, reinsurance claims in 2020 were recorded at IDR249.54 billion, or increased by 40.73% or equivalent to IDR72.22 billion from the previous year which was recorded at IDR177.32 billion, as shown in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Perseroan The Company				
Kecelakaan Penumpang Angkutan Umum Public Transport Passenger Accidents	10.505	8.016	2.489	31,05%
Entitas Anak Subsidiary				
Asuransi Kredit Credit Insurance	139.607	101.961	37.646	36,92%
Surety Bond	10.320	14.738	(4.418)	-29,98%
Kendaraan Bermotor Motor Vehicle	13.675	11.981	1.694	14,14%
Lainnya Others	75.433	40.622	34.811	85,69%
Sub-Jumlah Entitas Anak Sub-Total of Subsidiary	239.035	169.302	69.733	41,19%
Jumlah Klaim Reasuransi ***Total Reinsurance Claims***	**249.540**	**177.318**	**72.222**	**40,73%**

Estimasi liabilitas klaim Perseroan di tahun 2020 sebesar minus Rp60,35 miliar, mengalami penurunan 371,48% atau setara dengan Rp82,58 miliar jika dibandingkan tahun 2019 yang sebesar Rp22,23 miliar. Penurunan ini disebabkan karena peningkatan klaim dalam proses dan klaim yang terjadi namun belum di laporkan menurut perhitungan aktuaria.

The Company's estimated claims liabilities in 2020 is minus IDR60.35 billion, which was a decrease of 371.48%, or equivalent to IDR82.58 billion when compared to 2019's number, which was IDR22.23 billion. This decline was due to an increase in outstanding claims and claims incurred but not reported according to actuarial valuation.

- Beban Akuisisi dan Komisi
  Rincian beban akuisisi dan komisi dapat dilihat pada tabel di bawah ini.

- Acquisition and Commission Expenses
  Details of acquisition costs and commission expenses can be seen in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Kontribusi Pemeliharaan Maintenance Contribution	152.155	149.760	2.395	1,60%
Penatausahaan Tiket Ticketing Management	37.771	75.180	(37.409)	-49,76%
Operasional Pendukung Operational Support	52.412	56.684	(4.272)	-7,54%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Biaya Operasional Operational Expenses	38.439	55.377	(16.938)	-30,59%
Forum Pemantau Pelaksana Monitoring Forum	12.496	19.504	(7.008)	-35,93%
Penggantian Beban Kegiatan Reimbursement Activities	8.202	6.746	1.456	21,58%
Jasa Keperantaraan Intermediaries Service	4.321	6.722	(2.401)	-35,72%
Behan Komisi - Bersih Commission Expense – Net	69.211	67.924	1.287	1,89%
Lainnya Others	53.010	61.959	(8.949)	-14,44%
Jumlah Beban Akuisisi dan Komisi ***Total Acquisition Costs and Commission Expenses***	**428.017**	**499.856**	**(71.839)**	**-14,37%**

Beban akuisisi dan komisi di tahun 2020 tercatat sebesar Rp428,02 miliar, turun sebesar Rp71,84 miliar atau 14,37% jika dibandingkan tahun 2019 yang sebesar Rp499,86 miliar. Hal tersebut dikarenakan pengaruh dari penurunan pendapatan yang dipengaruhi dengan kondisi pandemi COVID-19 di tahun 2020.

Acquisition costs and commission expenses in 2020 were recorded at IDR428.02 billion, or decreased by IDR71.84 billion or 14.37% when compared to 2019's number, which was IDR499.86 billion. This was due to the decrease in income due to the conditions of the COVID-19 pandemic in 2020.

- Beban Umum dan Administrasi
  Beban umum dan administrasi terdiri dari beban pegawai, beban umum, serta beban penyusutan, dengan rincian dapat dilihat pada tabel di bawah ini.

- General and Administrative Expenses
  General and administrative expenses consist of employee expenses, general expenses, and depreciation expenses, the details of which can be seen in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Beban Pegawai Employee Expenses	1.146.810	1.224.800	(77.990)	-6,37%
Beban Umum General Expenses	160.240	230.091	(69.851)	-30,36%
Beban Penyusutan Depreciation Expenses	150.542	114.284	36.258	31,73%
Jumlah Beban Umum dan Administrasi ***Total General and Administrative Expenses***	**1.457.592**	**1.569.175**	**(111.583)**	**-7,11%**

Jumlah beban umum dan administrasi tahun 2020 sebesar Rp1,46 triliun, mengalami penurunan 7,11% atau setara dengan Rp111,58 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,57 triliun. Penurunan ini disebabkan karena kebijakan efisiensi yang harus dilakukan Perseroan untuk menyikapi penurunan pendapatan.

Total general and administrative expenses in 2020 amounted to IDR1.46 trillion, which was a decrease of 7.11% or equivalent to IDR111.58 billion when compared to 2019's number, which was IDR1.57 trillion. This decrease was due to the efficiency policy that the Company had to take in responding to the decline in revenue.

Laba Sebelum Pajak Penghasilan

Laba sebelum pajak penghasilan didapatkan dari jumlah pendapatan yang diakumulasikan dengan jumlah beban. Jumlah laba sebelum pajak penghasilan Perseroan sebesar Rp1,85 triliun, mengalami penurunan 2,79% atau setara dengan Rp53,08 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,91 triliun. Penurunan ini tak lepas dari penurunan pendapatan yang disebabkan pandemi COVID-19. Namun Perseroan cukup baik dalam menempuh strategi efisiensi biaya untuk menyelaraskan denngan pendapatan yang di terima.

Perkembangan laba sebelum pajak penghasilan 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

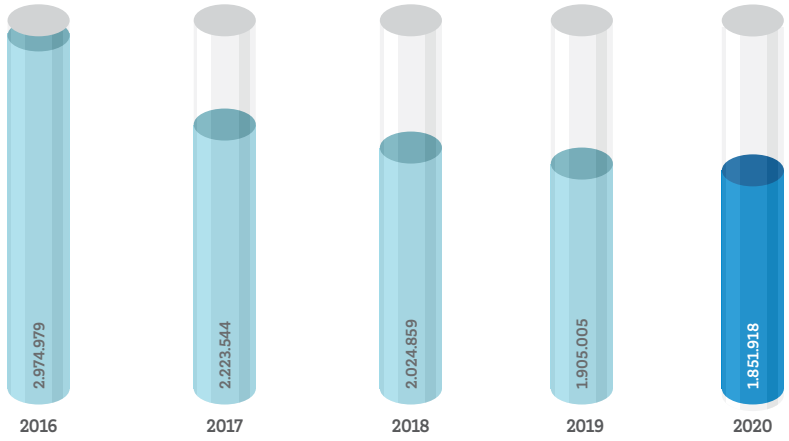
Profit Before Income Tax

Profit before income tax is obtained from total revenue accumulated with total expenses. The Company's total profit before income tax in 2020 amounted to IDR1.85 trillion, or decreased by 2.79% or equivalent to IDR53.08 billion when compared to profit before income tax in 2019 of IDR1.91 trillion. This decrease is inseparable from the decline in revenue caused by the COVID-19 pandemic. However, the Company is quite good at pursuing a cost-efficiency strategy to align it with the revenue which is received.

The development of profit before income tax for the last 5 (five) years can be seen in the graph below.

Perkembangan Laba Sebelum Pajak Penghasilan 2016-2020
Development of Profit Before Income Tax 2016-2020

(Rp-juta)
(IDR-million)



Beban Pajak Penghasilan

Jumlah Beban pajak penghasilan Perseroan sebesar Rp343,02 miliar, mengalami penurunan 0,86% atau setara dengan Rp2,98 miliar jika dibandingkan tahun 2019 yang sebesar Rp346,00 miliar. Penurunan ini sejalan dengan turunnya pendapatan Perseroan.

Income Tax Expense

The Company's total income tax expense was IDR343.02 billion, which was a decrease of 0.86% or equivalent to IDR2.98 billion when compared to 2019's number, which was IDR346.00 billion. This decrease is in line with the decline in the Company's revenue.

Laba Bersih Tahun Berjalan

Laba bersih tahun berjalan merupakan laba bersih Perseroan yang didapatkan dari laba sebelum pajak penghasilan diakumulasikan dengan beban pajak penghasilan. Jumlah laba bersih tahun berjalan Perseroan tercatat sebesar Rp1,51 triliun, mengalami penurunan 3,21% atau setara dengan Rp50,10 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,56 triliun.

Perkembangan laba bersih tahun berjalan 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

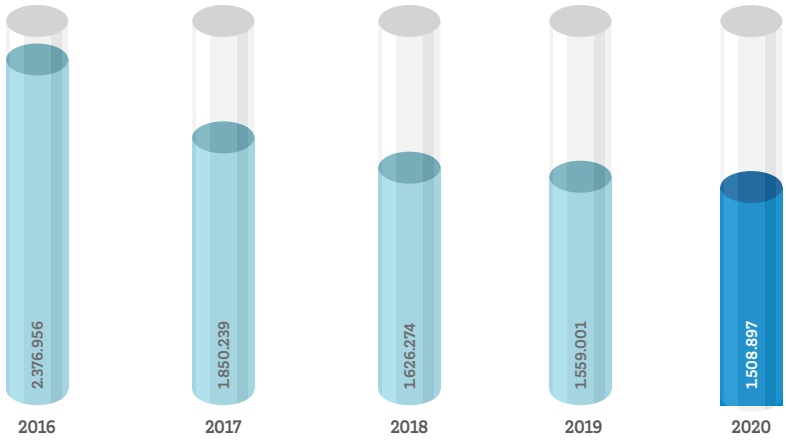
Net Profit for the Year

Net profit for the year is the Company's net profit derived from profit before income tax accumulated with income tax expenses. The Company's total net profit for the year was recorded at IDR1.51 trillion, which was a decrease of 3.21% or equivalent to IDR50.10 billion when compared to 2019's number, which was IDR1.56 trillion.

The development of net profit for the last 5 (five) years can be seen in the graph below.

Perkembangan Laba Bersih Tahun Berjalan 2016-2020
Development of Net Profit for the Year 2016-2020

(Rp-juta)
(IDR-million)



Penghasilan Komprehensif Lain

Rincian penghasilan komprehensif lain dapat dilihat pada tabel di bawah ini.

Other Comprehensive Income

Details of other comprehensive income can be seen in the table below.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pos-Pos yang Akan Direklasifikasi ke Laba Rugi: Items that will be Reclassified to Profit or Loss:				
(Kerugian)/Keuntungan yang Belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual Unrealized (Losses)/Gains on Available-for-Sale Marketable Securities	(4.044)	148.973	(153.017)	-102,71%
Efek Pajak Terkait Related Tax Effect	(7.367)	(440)	(6.927)	1574,32%
	(11.411)	148.533	(159.944)	-107,68%
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi: Items that will be Reclassified to Profit or Loss:				
Pengukuran Kembali Imbalan Pascakerja Remeasurement of Post Employment Benefit	(73.793)	(101.593)	27.800	-27,36%
Efek Pajak Terkait Related Tax Effect	19.462	25.398	(5.936)	-23,37%
	(54.331)	(76.195)	21.864	-28,69%
Laba/(Rugi) Komprehensif Lain Tahun Berjalan, Setelah Pajak ***Other Comprehensive (Expense)/Income for the Year, Net of Tax***	**(65.742)**	**72.338**	**(138.080)**	**-190,88%**

Penghasilan komprehensif lain sebesar minus Rp65,74 miliar, mengalami penurunan 190,88% atau setara dengan Rp138,08 miliar jika dibandingkan tahun 2019 yang sebesar Rp72,34 miliar. Penurunan ini disebabkan karena turunnya nilai efek yang belum direalisir serta kenaikan liabilitas imbalan pascakerja.

Other comprehensive income was minus IDR65.74 billion, which was a decrease of 190.88% or equivalent to IDR138.08 billion when compared to 2019's number, which was IDR72.34 billion. This decrease was due to a decrease in the value of unrealized securities and an increase in post-employment benefit liabilities.

Jumlah Laba Komprehensif Tahun Berjalan

Jumlah laba komprehensif tahun berjalan didapatkan dari laba bersih tahun berjalan yang diakumulasikan dengan penghasilan komprehensif lain. Di tahun 2020 jumlah laba komprehensif tahun berjalan sebesar Rp1,44 triliun, mengalami penurunan 11,54% atau setara dengan Rp188,18 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,63 triliun.

Perkembangan jumlah laba komprehensif tahun berjalan 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

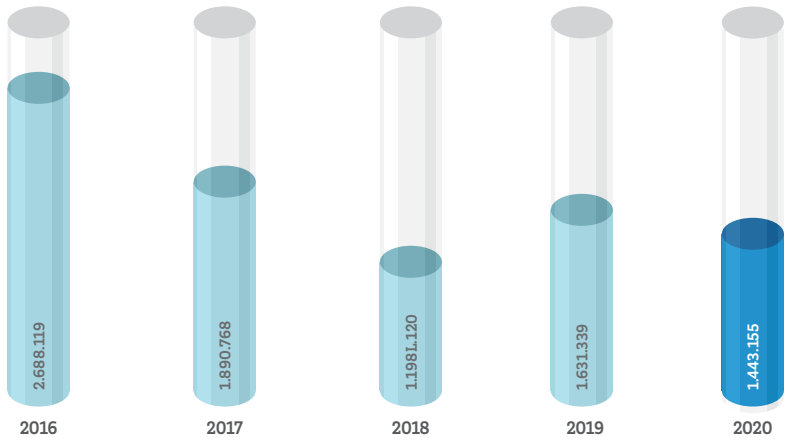
Total Comprehensive Income for the Year

Total comprehensive income for the year is derived from net income for the year accumulated with other comprehensive income. In 2020 the total comprehensive income for the year was IDR1.44 trillion,which was a decrease of 11.54% or equivalent to IDR188.18 billion when compared to 2019's number, which was IDR1.63 trillion.

The development of total comprehensive income for the last 5 (five) years can be seen in the graph below.

Perkembangan Jumlah Laba Komprehensif Tahun Berjalan 2016-2020
Development of Total Comprehensive Income of the Year 2016-2020

(Rp-juta)
(IDR-million)



Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk

Laba tahun berjalan yang diatribusikan kepada pemilik entitas induk merupakan laba bersih tahun berjalan Perseroan tanpa dikonsolidasikan dengan entitas anak. Laba tahun berjalan yang diatribusikan kepada pemilik entitas induk di tahun 2020 sebesar Rp1,50 triliun, mengalami penurunan 3,05% atau setara dengan Rp47,28 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,55 triliun. Penurunan ini disebabkan karena turunnya pendapatan Perseroan dan entitas anak.

Perkembangan laba tahun berjalan yang diatribusikan kepada pemilik entitas induk 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

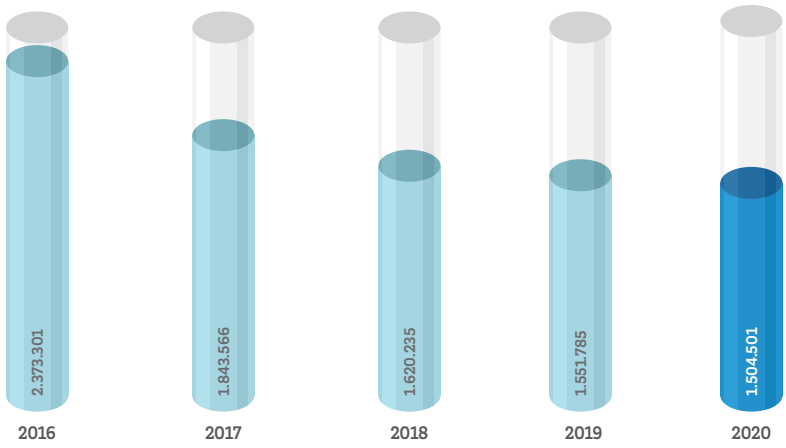
Profit for the Year Attributable to Owners of the Parent Entity

Income for the year attributable to the owner of the parent entity represents the Company's unconsolidated income for the year with the subsidiary. Profit for the year attributable to owners of the parent entity in 2020 was IDR1.50 trillion, or a decrease of 3.05% or equivalent to IDR47.28 billion when compared to 2019's number, which was IDR1.55 trillion. This decline was due to a decrease in the revenue of the Company and its subsidiaries.

The development of profit for the year attributable to owners of the parent entity for the last 5 (five) years can be seen in the graph below.

Perkembangan Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk 2016-2020
Development of Profit for the Year Attributable to the Owner of the Parent Entity 2016-2020

(Rp-juta)
(IDR-million)



Laba Tahun Berjalan yang Diatribusikan Kepada Kepentingan Non-Pengendali

Laba tahun berjalan yang diatribusikan kepada kepentingan non-pengendali merupakan laba bersih tahun berjalan entitas anak yang menjadi bagian di luar hak Perseroan sebagai pemegang saham pengendali. Laba tahun berjalan yang diatribusikan kepada kepentingan non-pengendali di tahun 2020 sebesar Rp4,40 miliar, mengalami penurunan 39,08% atau setara dengan Rp2,82 miliar jika dibandingkan tahun 2019 yang sebesar Rp7,22 miliar.

Profit for the Year Attributable to Non-Controlling Interests

Profit for the year attributable to non-controlling interest represents the net income for the year of subsidiary, which is entitled to the Company, beyond its rights as the controlling shareholder. Profit for the year attributable to non-controlling interests in 2020 was IDR4.40 billion, or a decrease of 39.08% or equivalent to IDR2.82 billion when compared to 2019's number, which was IDR7.22 billion.

Laba Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk

Laba komprehensif yang dapat diatribusikan kepada pemilik entitas induk merupakan laba komprehensif Perseroan tanpa dikonsolidasikan dengan entitas anak. Laba komprehensif yang diatribusikan kepada pemilik entitas induk tahun 2020 sebesar Rp1,44 triliun, mengalami penurunan 11,45% atau setara dengan Rp185,89 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,62 triliun.

Perkembangan laba komprehensif yang dapat diatribusikan kepada pemilik entitas induk 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

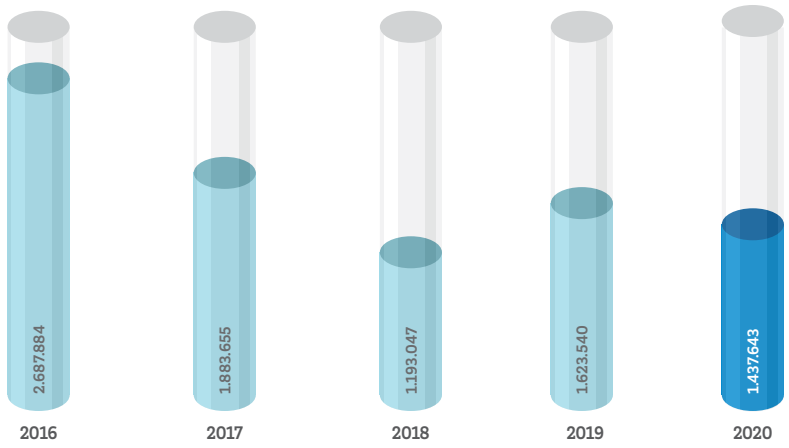
Comprehensive Income Attributable to Owners of the Parent Entity

Comprehensive income attributable to owners of the parent entity represents the Company's unconsolidated comprehensive income with the subsidiary. Comprehensive income attributable to owners of the parent entity in 2020 was IDR1.44 trillion, or a decrease of 11.45% or equivalent to IDR185.89 billion when compared to 2019's number, which was IDR1.62 trillion.

The development of comprehensive income attributable to owners of the parent entity for the last 5 (five) years can be seen in the graph below.

Perkembangan Laba Komprehensif yang Dapat Diatribusikan Kepada Pemilik Entitas Induk 2016-2020
Development of Comprehensive Income Atrributable to the Owner of the Parent Entity 2016-2020

(Rp-juta)
(IDR-million)



Laba Komprehensif yang Dapat Diatribusikan Kepada Kepentingan Non-Pengendali

Laba komprehensif yang dapat diatribusikan kepada kepentingan non-pengendali merupakan laba komprehensif entitas anak yang menjadi bagian di luar hak Perseroan sebagai pemegang saham pengendali. Laba komprehensif yang dapat diatribusikan kepada kepentingan non-pengendali tahun 2020 sebesar Rp5,51 miliar, mengalami penurunan 29,32% atau setara dengan Rp2,28 miliar jika dibandingkan tahun 2019 yang sebesar Rp7,80 miliar.

Comprehensive Income Attributable to Non-Controlling Interests

Comprehensive income attributable to non-controlling interests represents comprehensive income of the subsidiary, which is entitled to the Company beyond its rights as thecontrolling shareholder. Comprehensive income attributable to non-controlling interests in 2020 amounted to IDR5.51 billion, or a decrease of 29.32% or equivalent to IDR2.28 billion when compared to 2019's number, which was IDR7.80 billion.

Laba per Saham

Laba per saham didapatkan dari perhitungan laba tahun berjalan yang diatribusikan kepada pemilik entitas induk yang dibagi dengan jumlah lembar saham Perseroan.

Earnings per Share

Earnings per share is derived from the calculation of income for the year attributable to the owner of the parent entity divided by the number of shares of the Company.

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase (%) Percentage (%)
Laba Tahun Berjalan yang Diatribusikan kepada Pemilik Entitas Induk (Rp-juta) *Income for the Year Attributable to the Owner of the Parent Entity (IDR-million)*	1.504.501	1.551.785	(47.284)	-3,05%
Jumlah Lembar Saham (lembar) *Number of Shares (share)*	8.500.000	8.500.000	0	-
Laba per Saham (Rp) ***Earnings per share (IDR)***	**177.000**	**182.563**	**(5.563)**	**-3,05%**

Laba per saham di tahun 2020 sebesar Rp177.000, mengalami penurunan 3,05% atau setara dengan Rp5.563 jika dibandingkan tahun 2019 yang sebesar Rp182.563. Penurunan ini tak lepas dari laba Perseroan yang mengalami penurunan.

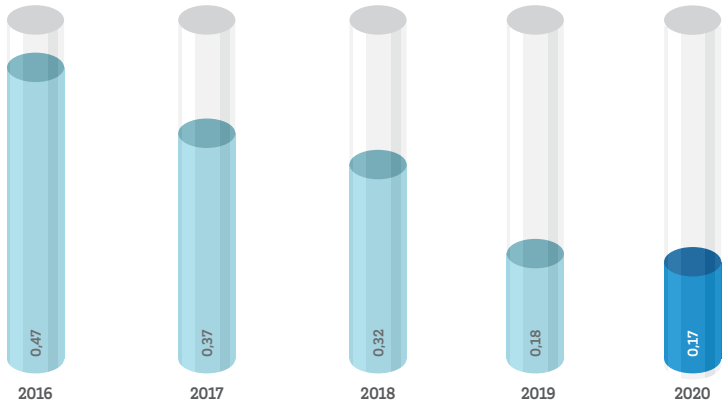
Perkembangan laba per saham 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

Earnings per share in 2020 amounted to IDR177,000, or decreased by 3.05% or equivalent to IDR5,563 compared to 2019's number, which was IDR182,563. This decline was due to the decrease in the Company's profit.

The development of earnings per share for the last 5 (five) years can be seen in the graph below.

Perkembangan Laba per Saham 2016-2020
Development Earnings per Share 2016-2020

(Rp-juta)
(IDR-million)



Laporan Arus Kas Konsolidasian

Consolidated Statement of Cash Flows

"Arus Kas memberikan gambaran tentang jumlah pemasukan dan pengeluaran Perseroan dalam suatu periode tertentu."

"Cash Flow provides an overview of the total income and expenses of the Company in a specific period."

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	836.156	1.061.182	(225.026)	-21,21%
Arus Kas dari Aktivitas Investasi Cash Flows from Investment Activities	553.143	(115.763)	668.906	-577,82%
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	(1.300.000)	(897.129)	(402.871)	44,91%
(Penurunan)/Kenaikan Bersih Kas dan Kas pada Bank Net (Decrease)/Increase in Cash and Cash in Banks	63.242	48.290	14.952	30,96%
Kas dan Kas pada Bank pada Awal Tahun Cash and Cash in Banks at the Beginning of the Year	227.391	179.101	48.290	26,96%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Kas dan Kas pada Bank pada Akhir Tahun Cash and Cash in Banks at the End of the Year	290.633	227.391	63.242	27,81%

Di akhir tahun 2020 kas dan kas pada bank tercatat sebesar Rp290,63 miliar, mengalami peningkatan 27,81% atau setara dengan Rp63,24 miliar jika dibandingkan tahun 2019 yang sebesar Rp227,39 miliar. Kenaikan ini terutama disebabkan di tahun 2020 arus kas dari aktivitas investasi membukukan kas bersih yang diperoleh dari aktivitas investasi.

Berikut disampaikan kinerja Arus Kas di tahun 2020.

At the end of 2020 cash and cash in banks were recorded at IDR290.63 billion, which was an increase of 27.81% or equivalent to IDR63.24 billion when compared to 2019's number, which was IDR227.39 billion. This increase was mainly due to the fact that, in 2020, cash flows from investment activities recorded net cash obtained from investment activities.

The following is the performance of Cash Flow in 2020.

Arus Kas dari Aktivitas Operasi
Cash Flows from Operating Activities

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Penerimaan Kas dari: Cash Received from:				
Premi Premiums	5.460.310	6.196.625	(736.315)	-11,88%
Klaim dan Komisi Reasuransi Reinsurance Claims and Commission	426.317	401.625	24.692	6,15%
Lain-lain Others	656.237	932.925	(276.688)	-29,66%
Pengeluaran Kas untuk: Cash Disbursement for:				
Premi Reasuransi Reinsurance Premiums	(558.004)	(671.311)	113.307	-16,88%
Beban Akuisisi dan Komisi Acquisition Cost and Commission Expenses	(619.430)	(728.145)	108.715	-14,93%
Klaim Claims	(2.860.641)	(3.154.323)	293.682	-9,31%
Beban Umum dan Administrasi General and Administrative Expenses	(1.379.640)	(1.212.005)	(167.635)	13,83%
Pajak Penghasilan Income Tax	(230.042)	(313.248)	83.206	-26,56%
Lain-lain Others	(58.951)	(390.961)	332.010	-84,92%
Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi ***Net Cash Flows from Operating Activities***	**836.156**	**1.061.182**	**(225.026)**	**-21,21%**

Arus kas bersih yang diperoleh dari aktivitas operasi di tahun 2020 sebesar Rp836,16 miliar, mengalami penurunan 21,21% atau setara dengan Rp225,03 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,06 triliun. Penurunan ini disebabkan penerimaan dari premi yang mengalami penurunan yang cukup besar.

Net cash flow obtained from operating activities in 2020 was IDR836.16 billion, or a decrease of 21.21% or equivalent to IDR225.03 billion when compared to 2019's number, which was IDR1.06 trillion. This decline was due to the revenue from premiums which decreased significantly.

Arus Kas dari Aktivitas Investasi
Cash Flows from Investment Activities

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Penerimaan Hasil Investasi Investment Income	1.521.335	914.211	607.124	66,41%
Penempatan Investasi Placement of Investments	(13.454.527)	(4.182.604)	(9.271.923)	221,68%
Penjualan dan Pencairan Investasi Sale and Redemption of Investments	12.576.359	3.250.415	9.325.944	286,92%
Pembelian Aset Tetap Purchase of Fixed Assets	(100.077)	(123.532)	23.455	-18,99%
Penjualan Aset Tetap Sales of Fixed Assets	10.053	25.747	(15.694)	-60,95%
Arus Kas Bersih yang Diperoleh dari/(Digunakan untuk) Aktivitas Investasi ***Net Cash Flows Provided from/(Used in) Investment Activities***	**553.143**	**(115.763)**	**668.906**	**577,82%**

Arus kas dari aktivitas investasi di tahun 2020 diperoleh sebesar Rp553,14 miliar, mengalami kenaikan 577,82% atau setara dengan Rp668,91 miliar jika dibandingkan tahun 2019 yang digunakan sebesar Rp115,76 miliar. Kenaikan ini disebabkan karena adanya pengalihan penempatan investasi untuk mendapatkan hasil yang maksimal.

Cash flow from investment activities in 2020 was IDR553.14 billion, or an increase of 577.82% or equivalent to IDR668.91 billion when compared to 2019's number, which was IDR115.76 billion. This increase was due to the shift in the placement of investment to obtain maximum results.

Arus Kas dari Aktivitas Pendanaan
Cash Flows from Financing Activities

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
Pembayaran Sewa Payment for Leases	(26.057)	-	-	-
Pembagian Dividen Kas Distribution of Cash Dividend	(1.300.000)	(897.129)	(402.871)	44,91%
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan ***Net Cash Flows Used in Financing Activities***	**(1.326.057)**	**(897.129)**	**(428.928)**	**47,81%**

Di tahun 2020 arus kas bersih digunakan untuk aktivitas pendanaan sebesar Rp1,33 triliun, mengalami kenaikan 47,81% atau setara dengan Rp428,93 miliar jika dibandingkan tahun 2019 yang sebesar Rp897,13 miliar. Peningkatan ini disebabkan karena pembayaran dividen yang meningkat dibandingkan tahun sebelumnya.

In 2020 net cash flows used for financing activities amounted to IDR1.33 trillion, or an increase of 47.81% or equivalent to IDR428.93 billion when compared to 2019's number, which was IDR897.13 billion. This increase was due to an increase in dividend payments compared to the previous year.

Kas dan Kas pada Bank pada Akhir Periode

Dengan pencapaian arus kas dari aktivitas operasi, aktivitas investasi dan aktivitas pendanaan, kas dan kas pada bank di sepanjang tahun 2020 mengalami peningkatan 27,81% atau setara dengan Rp63,24 miliar jika dibandingkan tahun 2019.

Perkembangan kas dan kas pada bank 5 (lima) tahun terakhir dapat dilihat pada grafik di bawah ini.

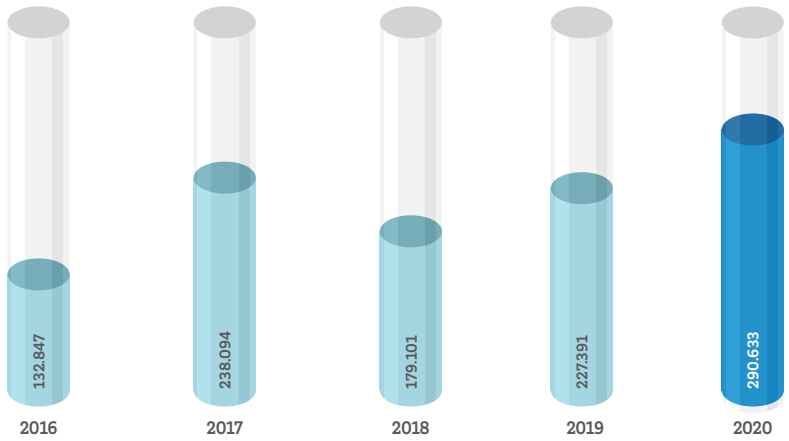
Cash and Cash in the Bank at the End of the Period

With the achievement of cash flows from operating activities, investment activities, and financing activities, cash and cash in banks throughout 2020 increased by 27.81% or equivalent to IDR63.24 billion when compared to 2019.

The development of cash and cash in banks for the last 5 (five) years can be seen in the graph below.

Perkembangan Kas dan Kas pada Bank 2016-2020
Development of Cash and Cash in Banks 2016-2020

(Rp-juta)
(IDR-million)



KEMAMPUAN MENGHASILKAN KEUNTUNGAN DAN LABA

Perseroan memiliki rasio-rasio sebagai alat untuk mengukur perkembangan kemampuan Perseroan dalam menghasilkan keuntungan dan laba. Perseroan menggunakan Rasio Rentabilitas, yang terdiri dari Marjin Laba Bruto, Marjin EBITDA, *Base Cost Productivity* (BASE PRO), Marjin Laba Bersih, Tingkat Pengembalian Investasi atau *Return on Investment*, *Return on Capital Employed*, serta Tingkat Pengembalian Ekuitas atau *Return on Equity*.

ABILITY TO GENERATE PROFIT AND INCOME

The Company has ratios as the tool to measure the development of the Company's ability to generate profit and income. The Company uses Profitability Ratio, which consists of Gross Profit Margin, EBITDA Margin, Base Cost Productivity (BASE PRO), Net Profit Margin, Return on Investment, Return on Capital Employed, and Return on Equity.

Marjin Laba Bruto / ***Gross Profit Margin*** = (**Laba Bruto** / ***Gross Profit*** ÷ **Pendapatan Bersih** / ***Net Income***) x 100%

Marjin EBITDA / ***EBITDA Margin*** = (**EBITDA** ÷ **Pendapatan Bersih** / ***Net Income***) x 100%

Base Cost Productivity = (**Beban Pokok Pendapatan + Beban Umum + Beban Penjualan** / ***Cost of Revenue + General Expenses + Cost of Sales*** ÷ **Pendapatan** / ***Income***) x 100%

Marjin Laba Bersih / ***Net Profit Margin*** = (**Laba Tahun Berjalan** / ***Profit for the Year*** ÷ **Pendapatan Bersih** / ***Net Income***) x 100%

Return on Investment = (**Laba Tahun Berjalan** / ***Profit for the Year*** ÷ **Total Aset** / ***Total Assets***) x 100%

Return on Capital Employed = (**EBITDA** ÷ ***Capital Employed***) x 100%

Return on Equity = (**Laba Tahun Berjalan** / ***Profit for the Year*** ÷ **Total Ekuitas** / ***Total Equity***) x 100%

Berikut disampaikan Rasio Rentabilitas dan perhitungannya.

Profitability Ratio and its calculations is as follows.

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase Percentage (%)
Pendapatan Bersih (Rp-juta) Net Income (IDR-million)	4.879.103	5.459.858	(580.755)	-10,64%
Beban Pokok Pendapatan, Beban Umum dan Beban Penjualan (Rp-juta) Cost of Revenue, General Expenses, and Cost of Sales (IDR-million)	5.309.126	6.262.643	(953.517)	-15,23%
Laba Bruto (Laba Sebelum Pajak Penghasilan) (Rp-juta) Gross Profit (Before Income Tax) (IDR-million	880.208	652.418	227.790	34,91%
Laba Tahun Berjalan (Rp-juta) Profit for the Year (IDR-million)	1.508.897	1.559.001	(50.104)	-3,21%
EBITDA (Rp-juta) EBITDA (IDR-million)	1.999.993	2.019.581	(19.588)	-0,97%

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase Percentage (%)
Capital Employed (Rp-juta) Capital Employed (IDR-million)	8.500.000	8.500.000	-	-
Total Aset (Rp-juta) Total Assets (IDR-million)	17.309.567	16.927.196	382.371	2,26%
Total Ekuitas (Rp-juta) Total Equity (IDR-million)	11.562.764	11.420.030	142.734	1,25%
Rasio Rentabilitas Profitability Ratio				
Marjin Laba Bruto (%) Gross Profit Margin (%)	18,04	11,95	6,09	50,96%
Marjin EBITDA (%) EBITDA Margin (%)	37,14	33,03	4,11	12,44%
Base Cost Productivity (BASE PRO) (%)	98,59	102,41	(3,82)	-3,73%
Marjin Laba Bersih (%) Net Profit Margin (%)	28,02	25,49	2,53	9,93%
Tingkat Pengembalian Investasi / *Return On Investment* (%)	8,72	9,21	(0,49)	-5,32%
Return On Capital Employed (%)	21,79	22,42	(0,63)	-2,81%
Tingkat Pengembalian Ekuitas / *Return On Equity* (%)	13,05	13,65	(0,60)	-4,40%

Jika dibandingkan tahun sebelumnya, kinerja profitabilitas Perseroan di tahun 2020 mengalami sedikit penurunan. Hal ini tak lepas dari pandemi COVID-19 yang berdampak terhadap penurunan pendapatan Perseroan, khususnya dari penerimaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ). Namun sebagaimana terlihat pada tabel di atas, Rasio *Base Cost Productivity* mengalami penurunan, yang mengindikasikan keberhasilan Perseroan dalam melakukan strategi efisiensi untuk menjaga profitabilitas pada level yang diharapkan khususnya di tengah-tengah pandemi COVID-19 yang penuh ketidakpastian.

When compared to the previous year, the Company's profitability performance in 2020 experienced a slight decline. This was due to the COVID-19 pandemic which has an impact on the decline in the Company's revenue, especially the revenue from the Compulsory Premium (IW) and the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ). However, as shown in the table above, the Base Cost Productivity Ratio has decreased, which indicates the Company's success in implementing an efficiency strategy to maintain profitability at the expected level, especially in the midst of the COVID-19 pandemic which is full of uncertainty.

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

Kemampuan Membayar Utang

Kemampuan Perseroan dalam membayar utang diukur menggunakan rasio *leverage* dan solvabilitas, serta rasio likuiditas. Rasio *leverage* dan solvabilitas merupakan rasio yang mengukur kemampuan Perseroan membayar seluruh utangnya baik jangka pendek maupun jangka panjang. Sedangkan rasio likuiditas merupakan rasio untuk mengukur kemampuan Perseroan dalam membayar utang jangka pendek.

SOLVENCY AND RECEIVABLES COLLECTABILITY LEVEL

Solvency

The Company's ability to pay debts is measured using leverage and solvency ratios, as well as liquidity ratios. The leverage and solvency ratios are ratios that measure the Company's ability to pay all of its debts, both short-term and long-term. While the liquidity ratio is a ratio to measure the Company's ability to pay short-term debts.

Rasio Likuiditas: Kemampuan Membayar Utang Jangka Pendek

Liquidity Ratios: Ability to Pay Short-Term Debts

$$\text{Rasio Kas / } \textit{Cash Ratio} = \frac{\text{Kas dan Bank / Cash and Cash in Banks}}{\text{Liabilitas Lancar / Current Liabilities}} \times 100\%$$

$$\text{Rasio Cepat / } \textit{Acid Test Ratio} = \frac{\text{Aset Lancar / Current Asset}}{\text{Liabilitas Lancar / Current Labilities}} \times 100\%$$

$$\text{Perputaran Modal Kerja Terhadap Pendapatan } \textit{Working Capital Turnover to Sales} = \frac{\text{Modal Kerja Bersih / Net Working Capital}}{\text{Pendapatan / Income}} \times 100\%$$

Kemampuan membayar utang jangka pendek Perseroan dicerminkan dengan rasio likuiditas di mana tingkat likuiditas dapat dilihat dari rasio kas, rasio cepat, dan perputaran modal kerja terhadap pendapatan, sebagaimana terlihat di bawah ini.

The Company's ability to pay short-term debts is reflected by the liquidity ratio where the level of liquidity can be seen from cash ratio, acid test ratio, current ratio, and working capital turnover to income, as shown below.

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Aset Lancar (Kas + Efek + Piutang) Cash + Securities + Receivables				
Kas dan Bank (Rp-juta) Cash and Bank (IDR-million)	290.633	227.391	63.242	27,81%
Piutang Premi (Rp-juta) Premium Receivables (IDR-million)	196.412	230.220	(33.808)	-14,69%
Piutang Reasuransi (Rp-juta) Due from Reinsurers (IDR-million)	90.724	80.722	10.002	12,39%
Piutang Hasil Investasi (Rp-juta) Investment Income Receivables (IDR-million)	79.686	187.943	(108.257)	-57,60%
Deposito (Rp-juta) Deposits (IDR-million)	2.651.374	2.749.065	(97.691)	-3,55%
Saham yang Diperdagangkan (Rp-juta) Held-for-Trading Shares (IDR-million)	415.901	285.373	130.528	45,74%
Saham yang Tersedia untuk Dijual (Rp-juta) Available-for-Sale Shares (IDR-million)	981.052	1.009.783	(28.731)	-2,85%
Reksadana ETF yang Diperdagangkan (Rp-juta) Exchange-Traded Fund (IDR-million)	4.280.437	3.623.215	657.222	18,14%
Reksadana ETF yang Tersedia untuk Dijual (Rp-juta) Exchange Traded Fund Available-for-Sale (IDR-million)	9.755	-	-	-
Obligasi yang Tersedia untuk Dijual (Rp-juta) Available-for-Sale Bonds (IDR-million)	48.059	-	-	-
Aset Lancar (Rp-juta) Current Assets (IDR-million)	12.749.820	12.291.043	458.777	3,73%
Liabilitas Lancar (Rp-juta) Current Liabilities (IDR-million)	5.323.939	5.183.843	140.096	2,70%
Modal Kerja Bersih (Rp-juta) Net Working Capital (IDR-million)	7.425.881	7.107.200	318.681	4,48%
Pendapatan Premi Bruto (Rp-juta) Gross Premium Income (IDR-million)	5.385.063	6.114.975	(729.912)	-11,94%

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Rasio Likuiditas Liquidity Ratios				
Rasio Kas (%) Cash Ratio (%)	5,46	4,39	1,07	24,37%
Rasio Cepat (%) Acid Test Ratio (%)	239,48	237,10	2,38	1,00%
Perputaran Modal Kerja Terhadap Pendapatan (%) Net Working Capital to Sales (%)	137,90	116,23	21,67	18,64%

Tingkat likuiditas Perseroan pada umumnya masih terjaga dengan baik. Rasio kas mengalami kenaikan sejalan dengan kas dan bank yang meningkat lebih tinggi dibandingkan liabilitas lancar. Rasio cepat mengalami peningkatan sejalan dengan aset lancar yang meningkat lebih tinggi dibandingkan liabilitas lancar. Sedangkan perputaran modal kerja terhadap pendapatan mengalami peningkatan terutama disebabkan modal kerja bersih mengalami peningkatan dibandingkan pendapatan premi bruto yang mengalami penurunan.

The Company's liquidity level is generally still well maintained. The increase in cash ratio was in line with cash and cash in bank, which increased higher than current liabilities. The increase in quick ratio was in line with current assets which increased higher than current liabilities. Meanwhile, the turnover of working capital to income has increased. This was mainly due to net working capital which has increased when gross premium income decreased.

Rasio *Leverage* dan Solvabilitas: Kemampuan Membayar Utang Jangka Pendek dan Jangka Panjang

Leverage and Solvency Ratios: Ability to Pay Short-Term and Long-Term Debts

$$\text{Rasio } \textit{Leverage} \text{ / Leverage Ratio} = \frac{\text{Total Liabilitas / Total Liabilities}}{\text{Total Aset / Total Assets}} \times 100\%$$

$$\text{Rasio Solvabilitas / Solvency Ratio} = \frac{\text{Total Aset / Total Assets}}{\text{Total Liabilitas / Total Liabilities}} \times 100\%$$

$$\text{Rasio Liabilitas Terhadap Ekuitas / Debt to Equity Ratio} = \frac{\text{Total Liabilitas / Total Liabilities}}{\text{Total Ekuitas / Total Equity}} \times 100\%$$

Kemampuan membayar utang jangka panjang maupun jangka pendek Perseroan terlihat dari rasio *leverage* yaitu rasio total liabilitas terhadap total aset, serta rasio solvabilitas yang terdiri dari rasio total aset terhadap total liabilitas dan rasio total liabilitas terhadap total ekuitas.

The Company's ability to pay long-term and short-term debts can be seen from the leverage ratio, which is total liabilities to total assets ratio, and solvency ratio, which consists of total assets to total liabilities ratio, and debts to equity ratio.

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Total Aset (Rp-juta) Total Assets (IDR-million)	17.309.567	16.927.196	382.371	2,26%
Total Liabilitas (Rp-juta) Total Liabilities (IDR-million)	5.746.803	5.507.166	239.637	4,35%
Total Ekuitas (Rp-juta) Total Equity (IDR-million)	11.562.764	11.420.030	142.734	1,25%
Rasio Leverage Leverage Ratio				
Rasio Total Liabilitas Terhadap Total Aset (%) Debt to Asset Ratio (%)	33,20%	32,53%	0,67	2,06%

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Rasio Solvabilitas Solvency Ratio				
Rasio Solvabilitas (%) Solvency Ratio (%)	301,20%	307,37%	(6,17)	-2,01%
Rasio Total Liabilitas Terhadap Total Ekuitas (%) Debt to Equity Ratio (%)	49,70%	48,22%	1,48	3,07%

Kemampuan Perseroan untuk memenuhi kewajiban jangka panjang maupun jangka pendek terlihat cukup baik. Meskipun liabilitas mengalami peningkatan, aset dan ekuitas Perseroan turut mengalami peningkatan.

The Company's ability to meet both long-term and short-term obligations seemed quite good. Although liabilities have increased, the Company's assets and equity have also increased.

Tingkat Kolektibilitas Piutang

Receivables Collectability Level

$$\text{Tingkat Kolektibilitas Piutang / Receivables Collectability Level} = \frac{\text{Piutang Usaha / Trade Receivables}}{\text{Pendapatan / Income}} \times 365 \text{ hari}$$

Kemampuan Perseroan dalam mengumpulkan piutang dapat diketahui dengan menghitung Periode Penagihan atau *Collection Period*. Semakin kecil nilai *Collection Period* menunjukkan kemampuan Perseroan dalam mengumpulkan piutang semakin cepat.

The Company's ability to collect receivables can be determined by calculating the Collection Period. The smaller the value of the Collection Period shows the Company's faster ability in collecting receivables.

	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Piutang Usaha Trade Receivables				
Piutang Premi (Rp-juta) Premium Receivables (IDR-million)	196.412	230.220	(33.808	-14,69%
Piutang Reasuransi (Rp-juta) Due from Reinsurers (IDR-million)	90.724	80.722	10.002	12,39%
Piutang Usaha (Rp-juta) Trade Receivables (IDR-million)	287.136	310.942	(23.806)	-7,66%
Pendapatan Neto (Rp-juta) Total Revenue-Net (IDR-million)	6.282.507	6.997.101	(714.594)	-10,21%
Tingkat Kolektibilitas Piutang Receivables Collectability Level				
Collection Period (hari/day)	16,68	16,22	0,46	2,84%

Collection Period menunjukkan kenaikan dibandingkan tahun sebelumnya. Hal ini disebabkan pembayaran piutang reasuransi lebih tepat waktu dan sesuai jadwal yang telah disepakati.

Collection Period shows an increase compared to the previous year. This was due to the payment of due from reinsurers which was on time and according to the agreed schedule.

Direksi berpendapat bahwa cadangan kerugian penurunan nilai yang telah dilakukan pada piutang Perseroan telah memadai untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya baik piutang premi maupun piutang reasuransi. Perseroan tidak mengakui piutang premi atas Sumbangan Wajib karena Direksi meyakini bahwa piutang premi atas Sumbangan Wajib tidak dapat diestimasi secara andal dan tidak dapat tertagih.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan Manajemen atas Struktur Modal

Tujuan Perseroan mengelola permodalan adalah untuk melindungi kemampuannya dalam mempertahankan kelangsungan usaha, sehingga Perseroan dapat tetap mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

1. Modal Dasar dan Disetor
   Modal dasar terdiri atas seluruh nilai nominal saham dan paling sedikit 25% dari modal dasar harus ditempatkan dan disetor penuh. Di tahun 2018 dan tahun 2017 jumlah modal disetor sama, yaitu Rp5 triliun.
2. Cadangan
   a. Perseroan menyisihkan sejumlah tertentu dari laba bersih setiap tahun buku untuk cadangan paling sedikit 20% dari jumlah yang ditempatkan dan disetor penuh.
   b. Penggunaan dana cadangan pada Perseroan yaitu cadangan umum untuk menutup kemungkinan kerugian Perseroan, sedangkan cadangan tujuan untuk tambahan dana belanja modal (*capital expenditure*) yang ditetapkan oleh RUPS setiap tahun.
3. Laba Tahun Berjalan
   Kebijakan pembagian laba tahun berjalan ditetapkan oleh RUPS setiap tahun yang dialokasikan untuk dividen, cadangan umum, cadangan tujuan.

Dalam rangka memelihara atau menyesuaikan struktur permodalan, Perseroan dapat menyesuaikan jumlah dividen yang dibayarkan kepada pemegang saham, imbal hasil modal kepada pemegang saham atau menerbitkan saham baru untuk mengurangi liabilitas. Konsisten dengan pelaku industri lainnya, Perseroan memantau rasio solvabilitas yang dihitung berdasarkan Peraturan OJK No. 71/POJK.05/2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi. Jumlah minimum pencapaian rasio solvabilitas adalah 120%. Perseroan telah memenuhi ketentuan dalam peraturan tersebut, di mana rasio solvabilitas di tahun 2020 sebesar 610,47% dan di tahun 2019 sebesar 580,27%. Maka Perseroan berada dalam keadaan "*Solvent*".

The Board of Directors believes that the allowance for impairment losses, which carried out on the Company's receivables, is sufficient to cover losses that may arise from uncollectible receivables, both premiums and reinsurance. The Company does not recognize premium receivables from Compulsory Contributions because the Board of Directors believes that premium receivables from Compulsory Contributions shall not be estimated reliably and uncollectible.

CAPITAL STRUCTURE AND THE MANAGEMENT'S POLICY ON CAPITAL STRUCTURE

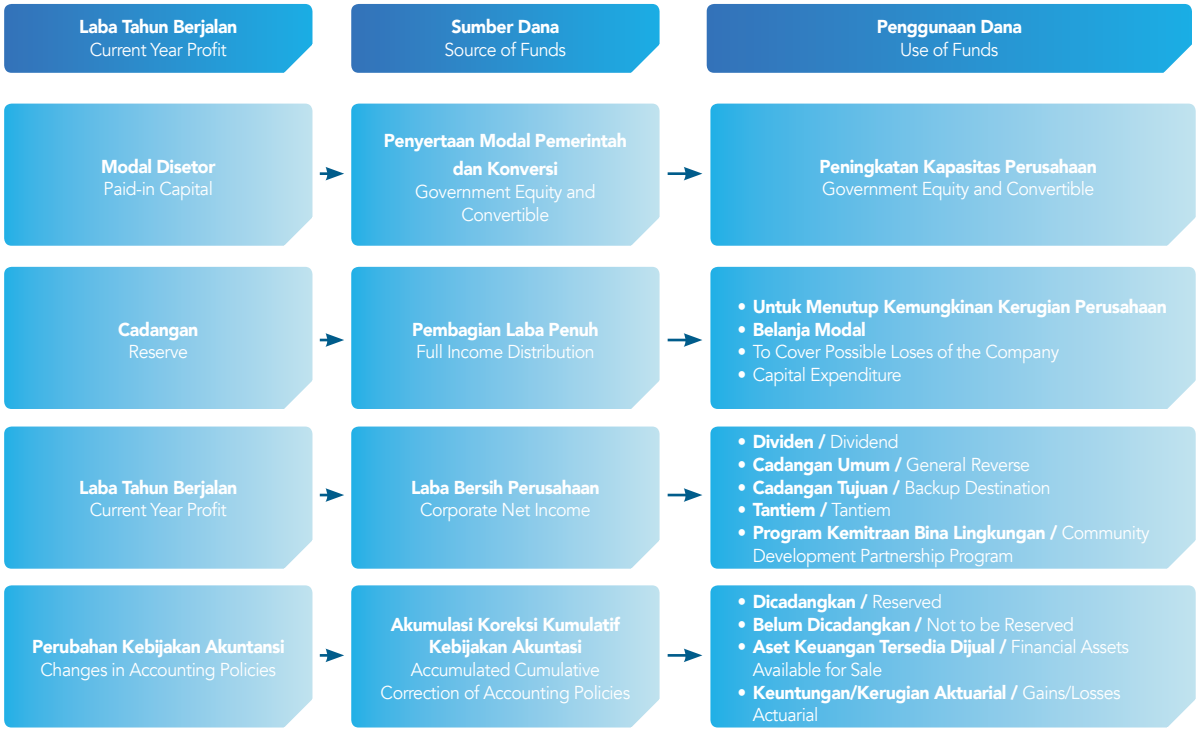
The Management's Policy on Capital Structure

The objective of the Company for managing its capital is to protect their ability in maintaining business continuity, so that the Company may maintain optimal capital structure to reduce capital expenses.

1. Authorized and Paid-In Capital
   Authorized capital consists of all nominal value of shares and at least 25% of the authorized capital must be issued and fully paid. In 2018 and 2017, the Company's total paid-in amounted to IDR5 trillion.
2. Reserves
   a. The Company sets aside a certain amount of net income each fiscal year for reserves at least 20% of its total issued and fully-paid shares.
   b. The use of reserve funds in the Company, namely general reserves to cover possible losses of the Company, while appropriated reserves for additional capital expenditure are determined by the AGMS every year.
3. Profit for the Year
   The profit-sharing policy for the year is determined by AGMS each year and is allocated for dividends, general reserves, and appropriated reserve.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares to reduce liabilities. Consistent with others in the industry, the Company monitors solvency ratio which is calculated in accordance with the Regulation of Financial Services Authority of Republic No. 71/POJK.05/2016 concerning the Financial Health/Soundness of Insurance Companies and Reinsurance Companies. Total minimum achievement of solvency ratio is 120%. The Company has fulfilled the requirements outline in the regulation, whereas the Company's solvency ratio in 2020 achieved 610.47% and in 2019 achieved 580.27%. Hence, the Company's was considered "Solvent".

Gambaran Struktur Modal Jasa Raharja
Overview of the Company's Capital Structure



Struktur Modal Perusahaan

Rincian struktur permodalan Perseroan dapat dilihat di bawah ini.

The Company's Capital Structure

Details of the Company's Capital Structure is as follows.

Struktur Modal dan Perubahannya
Capital Structure and Its Changes

Struktur Modal Capital Structure	2020 (Rp-juta) (IDR-million)	Kontribusi Contribution (%)	2019 (Rp-juta) (IDR-million)	Kontribusi Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
					Selisih (Rp-juta) Difference (IDR-million)	%
Utang Berbasis Bunga Interest Bearing Liabilities			**- Nihil -** None			
Ekuitas Equity	11.562.764	100,00%	11.420.030	100,00%	142.734	1,25%

"Hingga akhir tahun 2020 Perseroan tidak memiliki utang berbasis bunga. Struktur permodalan Perseroan seluruhnya didapatkan dari ekuitas."

"As of the end of 2019, the Company did not have interest bearing liabilities. The Company's capital structure is totally obtained from its equity."

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Di sepanjang tahun 2020 Perseroan tidak memiliki informasi terkait ikatan yang material untuk investasi barang modal.

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURE

Throughout 2020, the Company has no information related to material commitments for capital expenditure.

REALISASI INVESTASI BARANG MODAL

Realisasi investasi barang modal Perseroan terlihat dari penambahan pada Aset Tetap, di mana pada tahun 2020 penambahan pada Aset Tetap adalah sebagai berikut.

REALIZATION OF CAPITAL EXPENDITURE

The Company's realization of capital expenditure can be seen from the addition to Fixed Assets, while in 2020 the addition to Fixed Assets is as follows.

Investasi Barang Modal Capital Expenditure	**Tujuan Investasi** Purpose of Investment	**Nilai (Rp-juta)** Value (IDR-million)
Kendaraan Vehicles	**Pendukung kegiatan operasional** To support operational activities	41.749
Peralatan Kantor Office Supplies		28.206
Bangunan Buildings		50.333
Perabot Furniture		20.602
Perangkat Lunak Software		16.893
Aset dalam Proses Assets in Progress		18.246
Jumlah ***Total***		**176.029**

Perbandingan nilai investasi barang modal Perseroan tahun 2019 dan 2020 dapat dilihat pada tabel di bawah ini.

Comparison of the Company's capital expenditure value in 2020 and 2019 is presented in the tabel below.

	2020 (Rp-juta) (IDR-million)	**2019 (Rp-juta)** (IDR-million)	**Kenaikan (Penurunan)** Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	**Persentase (%)** Percentage (%)
Realisasi Investasi Barang Modal Realization of Capital Expenditure	176.029	133.477	42.552	31,88%

PENCAPAIAN TARGET TAHUN 2020

Asumsi-asumsi yang Digunakan serta Proses Perumusan Target Tahun 2020

Rencana kerja dan target kinerja Perseroan tertuang dalam dokumen Rencana Kerja dan Anggaran Perusahaan (RKAP). Untuk RKAP tahun 2020, Perseroan melakukan revisi pada semester II-2020 dalam rangka penyesuaian akibat pandemi COVID-19 dan berbagai perkembangan yang terjadi pada industri asuransi

2020 TARGET ACHIEVEMENT

Assumptions Assumptions for Determining 2020 Target and Its Formulation Process

The Company's work plan and performance targets are contained in the Company's Work Plan and Budget (RKAP) document. For the 2020 RKAP, the Company made a revision in semester II-2020 in order to adjust to the COVID-19 pandemic and various developments that occurred in the national insurance industry.

nasional. Revisi RKAP tahun 2020 tersebut disusun berdasarkan Surat Kementerian BUMN No. S-46/Wk2.MBU/06/2020 tanggal 4 Juni 2020 perihal Perubahan RKAP 2020 BUMN Binaan Wakil Menteri BUMN II, dan Surat PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 tanggal 25 Juni 2020 perihal Perubahan RKAP 2020 Anak Perusahaan PT Bahana Pembinaan Usaha Indonesia (Persero).

Berikut disampaikan kronologi perubahan RKAP Perseroan tahun 2020 berikut asumsi-asumsi yang mendasari serta strategi yang dilakukan Perseroan.

The 2020 RKAP revision was prepared based on the SOE Ministry Letter No. S-46/Wk2.MBU/06/2020 dated June 4, 2020 regarding the Amendment to the 2020 RKAP of SOEs (BUMN) assisted by the Deputy Minister of BUMN II, and Letter of PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 dated June 25, 2020 regarding the Amendment to the 2020 RKAP of the Subsidiary PT Bahana Pembinaan Usaha Indonesia (Persero).

The following is a chronology of changes in the Company's RKAP in 2020 along with the underlying assumptions and strategies carried out by the Company.

		RKAP Tahun 2020 2020 RKAP	**Revisi RKAP Tahun 2020** 2020 RKAP Revision
Dokumen Document	:	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 Company Work Plan and Budget (RKAP) 2020	Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 Revision of Company Work Plan and Budget (RKAP) 2020
Disahkan Validated	:	31 Oktober 2019 October 31, 2019	4 September 2020 September 4, 2020
Asumsi Makro Macro Assumptions	:	• Pertumbuhan Ekonomi Nasional = 5,3% • Tingkat Inflasi = 3,1% • Nilai Tukar Mata Uang Asing = Rp14.400 per USD • Suku Bunga SPN 3 bulan = 5,4% • Harga Minyak = 65 USD/barel • *Lifting* Minyak = 734 ribu barel/hari • *Lifting* Gas = 1.190 ribu barel setara minyak/hari) • National Economic Growth = 5.3% • Inflation Rate = 3.1% • Foreign Exchange Rate = IDR14,400 per USD • 3-month SPN Interest Rate = 5.4% • Oil Price = 65 USD/barrel • Oil Lifting = 734 thousand barrels/day • Lifting Gas = 1,190 thousand barrels of oil equivalent/day)	• Pertumbuhan Ekonomi Nasional = 2,3% • Tingkat Inflasi = 3,9% • Nilai Tukar Mata Uang Asing = Rp15.500 per USD • Indeks Harga Saham Gabungan (IHSG) = 5.500 • Pemulihan pandemi COVID-19 = Triwulan IV 2020 • National Economic Growth = 2.3% • Inflation Rate = 3.9% • Foreign Exchange Rate = IDR15,500 per USD • Composite Stock Price Index (JCI) = 5,500 • Recovery of the COVID-19 pandemic = 4th Quarter 2020

		RKAP Tahun 2020 2020 RKAP	Revisi RKAP Tahun 2020 2020 RKAP Revision
Alasan dan Pertimbangan Pada Saat Penyusunan RKAP Reasons and Considerations When Compiling the RKAP	:	Di tengah isu perekonomian global seperti penurunan suku bunga The Fed serta perang dagang antara Amerika Serikat dan Tiongkok, hal tersebut berdampak pada volatilitas perekonomian yang terjadi di dunia. Indonesia masih mampu mempertahankan pertumbuhan ekonominya pada level 5,05% (yoy) pada Semester I 2019 dengan memberikan stimulus bagi para pelaku usaha untuk meningkatkan investasinya di Indonesia baik secara langsung maupun tidak langsung serta untuk menopang kekuatan daya beli masyarakat (konsumsi domestik). Dengan pondasi ekonomi makro yang cukup baik, maka RKAP tahun buku 2020 juga mengalami pertumbuhan yang sejalan dengan pertumbuhan ekonomi Indonesia. Indeks Harga Saham Gabungan (IHSG) di mana pada fase normal, data selama 10 tahun terakhir, rata-rata mengalami pertumbuhan +14,31%. Indikasi IHSG pada Prognosa Realisasi Anggaran Tahun 2019 adalah pada kisaran 6.600 dan *yield* SUN *benchmark* 10 tahun pada 7,40%. In the midst of global economic issues such as the decline in The Fed's interest rates and the trade war between the United States and China, this has an impact on economic volatility in the world. Indonesia was still able to maintain its economic growth at the level of 5.05% (yoy) in Semester I of 2019 by providing a stimulus for business actors to increase their investment in Indonesia both directly and indirectly and to support the purchasing power of the people (domestic consumption). With a fairly good macroeconomic foundation, the 2020 RKAP also experienced growth in line with Indonesia's economic growth. The Composite Stock Price Index (JCI) in the normal phase, the data for the last 10 years, grew +14.31% on average. The JCI indication on the 2019 Budget Realization Prognosis is in the range of 6,600 and the 10-year benchmark SUN yield is at 7.40%.	1. Tingkat pertumbuhan kendaraan baru berada dalam kisaran 43%. Hal ini akibat daya beli masyarakat yang turun akibat banyaknya gelombang PHK dan tekanan pertumbuhan hampir di semua industri kecuali industri farmasi dan alat kesehatan yang tumbuh justru *double digit*. 2. Tingkat pertumbuhan kendaraan daftar ulang yang tertekan cukup dalam yakni 5,86%. 3. Pertumbuhan IWKBU mendapat tekanan kuat dengan adanya pembatasan penumpang angkutan umum dan pelarangan angkutan umum beroperasi di Idul Fitri 2020 sehingga korporasi mangasumsikan pertumbuhan angkutan darat sebesar 66,00%. 4. Tingkat pertumbuhan angkutan udara berada pada kisaran 80 persen karena adanya pembatasan penerbangan pesawat udara dan protokol kesehatan. 5. Tingkat pertumbuhan penumpang angkutan kereta api dan angkutan kapal laut atau penyeberangan sebesar 70% karena adanya kebijakan dari Kementerian Perhubungan dan protokol kesehatan. 6. Protokol kesehatan dan *physical distancing* serta *social distancing* cukup menekan tajam pendapatan *underwriting*, tetapi tidak dengan *claim ratio*. Tingkat kecelakaan turun tapi lebih lambat dibanding dengan penurunan pendapatan *underwriting*. Pada revisi RKAP ini data laka diasumsikan pada angka 17,50% sampai dengan 20%. Data laka perlu disampaikan karena hal ini sangat mempengaruhi biaya *underwriting* sebagai korporasi yang bergerak dalam industri asuransi. 1. The growth rate of new vehicles is in the range of 43%. This is due to the declining purchasing power of the people due to the many waves of layoffs and the pressure of growth in almost all industries except the pharmaceutical and medical device industries which grew in double digits. 2. The growth rate of re-registration is quite significant, namely at 5.86%. 3. The growth of Public Motor Transport Compulsory Premiums (IWKBU) is under strong pressure due to restrictions on public transport passengers and a ban on public transport operating on Eid al-Fitr 2020 resulted in corporations assuming land transportation growth of 66.00%. 4. The growth rate of air transport is in the range of 80 percent due to restrictions on aircraft flights and health protocols. 5. The growth rate of passengers on rail transport and ship or ferry transportation is 70% due to policies from the Ministry of Transportation and health protocols. 6. Health protocols and physical distancing as well as social distancing sharply reduce underwriting income, but not with a claim ratio. The accident rate fell but slower than the decline in underwriting income. In this revised RKAP, accident data is assumed to be at 17.50% to 20%. Accident data needs to be submitted because this greatly affects underwriting costs as a corporation engaged in the insurance industry.

Dari perbandingan di atas, dapat terlihat bahwa Perseroan telah melakukan pemetaan dampak pandemi COVID-19 atas potensi risiko yang mungkin terjadi hingga akhir tahun 2020. Berikut disampaikan pencapaian realisasi atas target tahun 2020 dengan menggunakan Revisi RKAP Tahun 2020.

From the comparison above, it can be seen that the Company has mapped the impact of the COVID-19 pandemic on the potential risks that may occur until the end of 2020. The following is the realization of the 2020 target by using the Revised 2020 RKAP.

Pencapaian Target Operasi dan Bisnis Tahun 2020
2020 Operational and Business Targets Achievement

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Penerimaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) Revenue from Compulsory Premium and Compulsory Contributions for Road Traffic Accident Funds			
Iuran Wajib (IW) (UU No. 33/1964) Mandatory Premium (IW) (Law No. 33 of 1964)			
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) (Rp-juta) Public Motor Transport Compulsory Premiums (IWKBU) (IDR-million)	80.839	73.000	110,74%
Iuran Wajib Kereta Api (IWKA) (Rp-juta) Trains Compulsory Premiums (IWKA) (IDR-million)	4.157	4.036	103,00%
Iuran Wajib Kapal Laut (IWKL) (Rp-juta) Marine Transport Compulsory Premiums (IWKL) (IDR-million)	51.611	47.000	109,81%
Iuran Wajib Pesawat Udara (IWPU) (Rp-juta) Aviation Compulsory Premiums (IWPU) (IDR-million)	171.795	115.000	149,39%
Sub-jumlah Iuran Wajib (IW) (Rp-juta) Sub-amount of Compulsory Premium (IW) (IDR-million)	308.402	239.036	129,02%
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) (Rp-juta) Compulsory Contribution for Road Traffic Accidents (SWDKLLJ) (Law No. 34 of 1964) (IDR-million)	3.884.959	3.531.109	110,02%
Jumlah ***Total***	**4.193.361**	**3.770.145**	**111,23%**
Penyerahan Santunan Disbursement of Compensation			
Rata-rata Kecepatan Penyelesaian Sejak Tanggal Kecelakaan Meninggal Dunia dan Meninggal Dunia+Luka-luka Terjamin Average Speed of Settlement Since the Date of Accident That Causes Death & Death Injuries	1 hari 14 jam 1 day and 14 hours	3 hari 3 days	↑
Persentase Penyelesaian Sejak Tanggal Kecelakaan Meninggal Dunia dan Meninggal Dunia dan Luka-luka Terjamin Percentage of Compensation Settlement Since the Date of Accident That Causes Death & Death Injuries	94,39%	0 s.d. 3 Hari = 80,00% 0 – 3 days = 80.00%	↑
Rata-rata Kecepatan Penyelesaian Sejak Pengajuan Berkas Lengkap Average Speed of Settlement Since the Date of Complete Document Submission	19 menit 49 detik 19 minutes and 49 seconds	1 jam 1 hour	↑
Persentase Penyelesaian Sejak Pengajuan Berkas Lengkap Percentage of Compensation Settlement since the date of Complete Document Submission	98,97%	≤ 1 jam 100% ≤ 1 hour, 100%	↓

Sebagaimana telah dijelaskan pada bagian Tinjauan Operasi per Segmen Usaha dan pada bagian asumsi penyusunan target, Perseroan menyusun target melalui Revisi RKAP tahun 2020 setelah melalui sejumlah pertimbangan, khususnya pada target operasi penerimaan IW dan SWDKLLJ yang mengalami penurunan sejak Januari 2020 hingga pertengahan tahun 2020. Berdasarkan Revisi RKAP tahun 2020, seluruh target penerimaan baik IW maupun SW berada di atas target. Hal ini menunjukkan bahwa manajemen telah dengan tepat mempertimbangkan rumusan target Revisi RKAP tahun 2020 sesuai dengan pemetaan potensi risiko hingga akhir tahun 2020.

As explained in the Operations Review per Business Segment section and in the assumption section for setting targets, the Company set targets through the 2020 RKAP Revision after going through a number of considerations, especially on the operating targets for IW and SWDKLLJ revenues which have decreased from January 2020 to mid-2020. In the 2020 RKAP revision, all revenue targets for both IW and SW were above the target. This shows that the management has correctly considered the formulation of the 2020 RKAP Revision target in accordance with the mapping of potential risks until the end of 2020.

Pada target penyerahan santunan, rata-rata kecepatan penyelesaian santunan sejak kecelakaan yang ditargetkan 3 hari dapat direalisasikan hanya dalam 1 hari 14 jam, sedangkan dari saat pengajuan santunan (berkas lengkap) yang ditargetkan 1 jam dapat direalisasikan rata-rata 19 menit 49 detik. Hal ini menunjukkan komitmen Perseroan untuk dapat melaksanakan amanat yang diberikan, khususnya pada pemenuhan penyerahan santunan bagi korban kecelakaan.

On the target of disbursement of compensation, the average speed of compensation settlement since the accident, which is targeted at 3 days, can be realized in just 1 day and 14 hours, while from the time of filing the application for the compensation (complete file) which is targeted for 1 hour, it can be realized at an average of 19 minutes 49 seconds. This shows the Company's commitment to be able to carry out the mandate given, especially in fulfilling the disbursement of compensation for accident victims.

Pencapaian Target Sumber Daya Manusia Tahun 2020
Human Resources Target Achievement in 2020

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Jumlah Karyawan (orang) Number of Employees (people)	1.928	2.010	95,92%
Biaya Pendidikan dan Pelatihan (Rp-juta) Education and Training Costs (IDR-million)	17.017	43.596	39,03%

Realisasi jumlah karyawan Perseroan per 31 Desember 2020 mencapai 95,92% terhadap anggaran tahun 2020. Adanya sedikit deviasi antara realisasi dan anggaran tak lepas dari kebijakan Langkah Bakti Jasa Raharja, yaitu program pemagangan bersertifikat di mana program ini mampu memenuhi kebutuhan Perseroan akan jumlah karyawan berdasarkan lingkup tugasnya.

The realization of the number of employees of the Company as of December 31, 2020 reached 95.92% of the 2020 budget. The slight deviation between the realization and the budget was due to the Jasa Raharja's 'Langkah Bakti' policy, which is a certified apprenticeship program which is able to fulfill the Company's need for the number of employees based on its scope of work.

Realisasi investasi pendidikan dan pelatihan tahun 2020 hanya mencapai 39,03% terhadap anggaran tahun 2020. Dengan strategi efisiensi yang harus diterapkan Perseroan untuk dapat menjaga kelangsungan usaha, biaya pendidikan dan pelatihan menjadi salah satu pos beban yang harus dilakukan efisiensi. Di samping itu, kondisi pandemi COVID-19 dan kebijakan pembatasan fisik memaksa berbagai program pendidikan dan pelatihan yang sebelumnya telah dijadwalkan terpaksa harus dibatalkan atau dijadwalkan ulang.

The realization of investment in education and training in 2020 only reached 39.03% of the 2020 budget. With the efficiency strategy that must be implemented by the Company to be able to maintain business sustainability, the cost of education and training is one of the liabilities which must be conducted by efficiency. In addition, the COVID-19 pandemic conditions and the policy of physical restrictions forced various education and training programs that had previously been scheduled to be canceled or rescheduled.

Pencapaian Target Program Kemitraan dan Bina Lingkungan Tahun 2020
Achievement of the Partnership and Community Development Program Targets in 2020

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Mitra Binaan Program Kemitraan (Mitra Binaan) Assisted Partners of the Partnership Program (Assisted Partners)	45	45	100%
Dana yang Disalurkan (Rp-juta) Funds Disbursed (IDR-million)			

Pencapaian Target Program Kemitraan dan Bina Lingkungan Tahun 2020
Achievement of the Partnership and Community Development Program Targets in 2020

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Program Kemitraan Partnership Program	9.655	25.800	37,42%
Program Bina Lingkungan Community Development Program	26.050	26.050	100%
Jumlah ***Total***	**35.705**	**51.850**	**68,86%**

Realisasi penyaluran dana Program Kemitraan sebesar 37,43% terhadap target Revisi RKAP tahun 2020. Sedangkan realisasi penyaluran dana Program Bina Lingkungan sebesar 86,69% terhadap target Revisi RKAP tahun 2020. Belum terserapnya penyaluran Program Kemitraan dan Program Bina disebabkan kehati-hatian Perseroan khususnya dalam menghadapi dampak pandemi COVID-19 terhadap sektor mikro. Di samping itu, Perseroan juga melakukan langkah efisiensi dalam menjaga kelangsungan usahanya, yang berimbas pada efisiensi penyaluran dana PKBL.

Realization of disbursement of Partnership Program funds by 37.43% towards the 2020 RKAP Revision target. While the realization of Distribution of Community Development Program funds amounted to 86.69% towards the 2020 RKAP Revision target. The lack of absorbed disbursement of the Partnership and Community Development Program (PKBL) was due to the Company's prudence, especially in dealing with the impact of the COVID-19 pandemic on the micro sector. In addition, the Company also took efficiency measures in maintaining its business continuity, which has an impact on the efficiency of PKBL fund distribution.

Pencapaian Target Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2020
2020 Consolidated Profit (Loss) and Other Comprehensive Income Target Achievement

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Pendapatan Premi Bruto Gross Premium Income	5.385.063	4.895.380	110,00%
Pendapatan Premi Reasuransi Reinsurance Premium Income	(505.960)	456.088	-110,93%
(Kenaikan)/Penurunan Cadangan atas Premi yang Belum Merupakan Pendapatan (Increase)/Decrease of Unearned Premium Reserves	(10.651)	-	-
Pendapatan Investasi Investment Income	976.175	732.645	133,24%
Pendapatan Lain-lain - Bersih Other Income - Net	437.880	-	-
Jumlah Pendapatan Total Revenue	6.282.507	5.712.983	109,97%
Klaim dan Manfaat Claims and Benefits	2.854.868	2.715.498	105,13%
Klaim Reasuransi Reinsurance Claims	(249.540)	(200.326)	124,57%
Kenaikan/(Penurunan) Estimasi Liabilitas Klaim (Decrease)/Increase in Estimated Claim Liabilities	(60.348)	-	-
Beban Akuisisi dan Komisi Acquisition Costs and Commission Expenses	428.017	694.642	61,62%
Klaim dan Manfaat - Bersih Claims and Benefits - Net	2.544.980	-	-
Beban Umum dan Administrasi General and Administrative Expenses	1.457.592	1.516.713	96,10%

Pencapaian Target Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2020
2020 Consolidated Profit (Loss) and Other Comprehensive Income Target Achievement

	Realisasi 2020 Realization 2020	Anggaran 2020 Budget 2020	Pencapaian Realisasi Terhadap Target 2020 (%) Realization of 2020 Target (%)
	1	2	(1:2)
Jumlah Beban Total Expenses	4.430.589	4.817.576	91,97%
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	1.851.918	895.407	206,82%
Beban Pajak Tax Expenses	1.851.918	173.531	1.067,20%
Laba Bersih Tahun Berjalan Net Profit for the Year	1.508.897	721.710	209,07%
Penghasilan/(Rugi) Komprehensif Lain Other Comprehensive Profit/(Loss)	(65.742)	(155.134)	42,38%
Laba Komprehensif Tahun Berjalan Comprehensive Profit for the Year	1.443.155	566.576	254,72%
Laba Tahun Berjalan yang Diatribusikan kepada: Profit for the Year Attributable to:			
Pemilik Entitas Induk Owner of the Parent Entity	1.504.501	717.339	209,73%
Kepentingan Non Pengendali Non-Controlling Interests	4.396	4.371	100,57%
Laba Komprehensif yang Diatribusikan kepada: Comprehensive Profit Attributable to:			
Pemilik Entitas Anak Owner of the Parent Entity	1.437.643	561.876	255,86%
Kepentingan Non Pengendali Non-Controlling Interests	5.512	4.700	117,28%

Dengan Revisi RKAP tahun 2020 di mana target operasi dan bisnis melalui penerimaan IW dan SWDKLLJ seluruhnya tercapai di atas 100%, hal tersebut berdampak positif terhadap target laba rugi yang tertuang dalam Revisi RKAP tahun 2020. Pendapatan premi bruto terealisir sebesar 110,00% terhadap target Revisi RKAP tahun 2020. Di samping itu, strategi efisiensi yang dilakukan Perseroan memberikan hal positif, di mana realisasi jumlah beban yang berada di bawah target menciptakan peluang bagi laba Perseroan untuk mencapai target Revisi RKAP tahun 2020 dengan cukup baik.

With the 2020 RKAP Revision in which the operational and business targets through IW and SWDKLLJ revenue are all achieved above 100%, this has a positive impact on the profit and loss target as stated in the 2020 RKAP Revision. Gross premium income is realized by 110.00% of the target of the RKAP 2020 Revision. In addition, the efficiency strategy performed by the Company has proven to have positive impacts, in which the realization of the number of expenses that is below the target creates opportunities for the Company's profit to achieve the target of the RKAP 2020 Revision quite successfully.

Pencapaian Target Posisi Keuangan Konsolidasian, Struktur Modal dan Dividen Tahun 2020
Achievement of Consolidated Financial Position, Capital Structure and Dividends Targets in 2020

	Realisasi Realization 2020	Anggaran Budget 2020	Pencapaian Realisasi Terhadap Target 2020 Realization of 2020 Target (%)
	1	2	(1:2)
Aset Assets			
Kas dan Bank Cash and Cash in Banks	290.633	261.546	111,12%
Deposito Wajib dan Berjangka Statutory and Time Deposits	2.651.374	1.467.910	180,62%

Pencapaian Target Posisi Keuangan Konsolidasian, Struktur Modal dan Dividen Tahun 2020
Achievement of Consolidated Financial Position, Capital Structure and Dividends Targets in 2020

	Realisasi Realization 2020	Anggaran Budget 2020	Pencapaian Realisasi Terhadap Target 2020 Realization of 2020 Target (%)
	1	2	(1:2)
Efek-Efek – Bersih Marketable Securities - Net	11.513.226	11.596.010	99,29%
Piutang Hasil Investasi Investment Income Receivables	79.686	157.763	50,51%
Piutang Premi Premium Receivables	196.412	170.902	114,93%
Piutang Reasuransi Due from Reinsurers	90.724	101.345	89,52%
Aset Tetap Bersih Fixed Assets - Net	820.414	881.560	93,06%
Aset Pajak Tangguhan Deferred Tax Assets	297.845	393.599	75,67%
Aset Reasuransi Reinsurance Assets	1.193.589	579.764	205,87%
Aset Lainnya Other Assets	127.719	117.557	108,64%
Jumlah Aset Total Assets	17.309.567	14.297.691	121,07%
Liabilitas Liabilities			
Utang Klaim Claim Payables	22.384	34.330	65,20%
Utang Reasuransi Due to Reinsurers	84.466	98.464	85,78%
Akrual dan Utang Lain-Lain Accrued Expenses and Other Payables	682.829	562.932	121,30%
Utang Pajak Taxes Payables	122.386	27.030	452,78%
Liabilitas Premi (CAPYBMP) Premium Liabilities (CAPYBMP)	3.465.901	3.358.672	103,19%
Estimasi Liabilitas Klaim Estimated Claim Liabilities	945.972	669.377	141,32%
Estimasi Imbalan Pascakerja Estimated Post-Employment Benefits	422.865	330.660	127,89%
Jumlah Liabilitas Total Liabilities	5.746.803	5.081.465	113,09%
Ekuitas Equity			
Modal Disetor Paid-In Capital	13.504	8.513.504	0,16%
Saldo Laba yang Telah Ditentukan Penggunaannya Appropriated Retained Earnings	1.955.305	1.955.305	100,00%
Saldo Laba yang Belum Ditentukan Penggunaannya Unappropriated Retained Earnings	1.504.501	717.339	209,73%

Pencapaian Target Posisi Keuangan Konsolidasian, Struktur Modal dan Dividen Tahun 2020
Achievement of Consolidated Financial Position, Capital Structure and Dividends Targets in 2020

	Realisasi Realization 2020	Anggaran Budget 2020	Pencapaian Realisasi Terhadap Target 2020 Realization of 2020 Target (%)
	1	2	(1:2)
Komponen Ekuitas Lainnya Other Equity Components	(239.864)	-555.423	43,19%
Kepentingan Non Pengendali Non-Controlling Interests	69.776	66.915	104,28%
Jumlah Ekuitas Total Equity	11.562.764	10.684.136	108,22%

Pada posisi keuangan, realisasi keseimbangan jumlah aset dan jumlah liabilitas dan ekuitas mampu tercapai 121,07% terhadap target Revisi RKAP tahun 2020. Pencapaian aset terutama didorong oleh instrumen investasi deposito wajib dan berjangka serta saldo aset reasuransi yang mencatat pencapaian nominal yang cukup tinggi dibandingkan target. Pencapaian liabilitas sebesar 113,09% terutama didorong oleh liabilitas premi atau Cadangan atas Premi yang Belum Merupakan Pendapatan (CAPYBMP) dengan pencapaian nominal yang cukup tinggi. Sedangkan pada ekuitas, baik saldo laba yang telah maupun yang belum ditentukan penggunaannya tercatat di atas target Revisi RKAP tahun 2020.

In the financial position, the realization of the balance of total assets, total liabilities, and equity was able to achieve 121.07% of the 2020 RKAP Revision target. Asset achievement was mainly driven by statutory and time deposit investment instruments as well as reinsurance asset balances which recorded a relatively high nominal achievement compared to the target. The achievement of liabilities of 113.09% was mainly driven by premium liabilities or unearned premium reserves (CAPYBMP) with a relatively high nominal achievement. While in equity, both appropriated and unappropriated retained earnings recorded above the 2020 RKAP Revision target.

Pencapaian Target Rasio-Rasio Keuangan dan Rasio Penting Lainnya Tahun 2020
Achievement of Targets for Financial Ratios and Other Important Ratios in 2020

	Realisasi Realization 2020	Anggaran Budget 2020	Pencapaian Realisasi Terhadap Target 2020 Realization of 2020 Target (%)
	1	2	(1:2)
Return on Equity (ROE)	13,05	6,53	199,85%
Return on Aset (ROA)	8,72	5,05	172,69%
Likuiditas/Rasio Lancar Current Liquidity/Ratio	239,48	235,63	101,63%
Risk Base Capital	610,47	499,50	122,22%
Rasio Kecukupan Investasi Capital Adequacy Ratio	319,65	321,58	99,40%
Yield on Investment (YOI)	6,05	5,75	105,22%
Expense Ratio	20,28	28,33	71,59%
Pertumbuhan Premi Premium Growth	(11,94)	(19,94)	59,85%
Underwriting Yield	42,22	25,06	168,48%

Untuk pencapaian target rasio-rasio keuangan, dari sisi *Risk Base Capital* masih terlihat cukup baik, yang terutama disebabkan kewajiban jangka pendek dan penempatan investasi yang *prudent* yang telah dilakukan Perseroan di sepanjang tahun 2020. Sedangkan rasio pertumbuhan premi masih di bawah target, hal ini tak lepas dari kondisi pandemi COVID-19 yang menekan pendapatan premi Perseroan dan kelompok usaha secara keseluruhan.

For the achievement of the financial ratios target, the Risk Based Capital still looks quite good, which is mainly due to short-term liabilities and prudent investment placements that have been made by the Company throughout 2020. The premium growth ratio is still below the target and this was due to the COVID-19 pandemic which suppressed the premium income of the Company and the business group as a whole.

PROYEKSI TAHUN 2021

Prospek Usaha Tahun 2021 dan Rencana Strategis Perusahaan

Prospek pertumbuhan ekonomi untuk tahun 2021 relatif lebih baik bila dibandingkan dengan pertumbuhan ekonomi tahun sebelumnya. Sentimen positif dari vaksin virus COVID-19 memberikan solusi dan ekspektasi bagi pelaku di berbagai industri untuk menggerakkan roda perekonomian lebih menggeliat.

Outlook makro ekonomi diperkirakan akan mengalami *L-shaped recovery* dengan ketergantungan pada politik Amerika Serikat, vaksin COVID-19 dan Omnibus Law. Beberapa indikator ekonomi makro yang dapat dicatat sebagai asumsi kunci adalah sebagai berikut:

2021 PROJECTION

Company's 2021 Business Outlook and Strategic Plan

The prospect of economic growth for 2021 is relatively better when compared to the economic growth of the previous year. The positive sentiment from the Covid-19 virus vaccine provides solutions and expectations for players in various industries to move the wheels of the economy more vigorously.

The macroeconomic outlook is expected to experience an L-shaped recovery with dependence on US politics, the Covid-19 Vaccine, and the Omnibus Law. Some macroeconomic indicators that can be noted as key assumptions are as follows:

Indikator Indicator	**Asumsi Makro** Macro Assumption
GDP *Growth* GDP Growth	4,75%
Nilai tukar rupiah terhadap dolar AS The exchange rate of Rupiah against US Dollar (USD)	Rp14.600,-
Inflasi Inflation	3,00%
BI/Rate/7 DRRR BI/Rate/7DRRR	4,00%
Indo 10 *year bond* Indo 10 year bond	6,95%
Fiscal Balance Fiscal Balance	-5,25%
JCI (IHSG) JCI (Composite Stock Price Index)	6.135
Untuk skenario pesimis: For the pessimistic scenario:	
GDP *Growth* GDP Growth	4,75%
Elevasi akibat COVID Elevation due to COVID	> Q2 2021

Sumber: PT BPUI (Persero)
Source: PT BPUI (Persero)

Dalam penyusunan RKAP tahun 2021, Perseroan menggunakan beberapa asumsi mikro seperti deposito *gross* sebesar 5,50%, *yield* SUN untuk 10 tahun sebesar 6,50%, *yield* SUN untuk 5 tahun sebesar 5,90 %, tingkat pertumbuhan kendaraan daftar ulang sebesar 6,73%, kendaraan daftar baru 50,00%, tingkat pertumbuhan penumpang angkutan darat sebesar 42,20%, penumpang angkutan udara sebesar 50,00%, penumpang kereta api sebesar 40,29%, penumpang kapal laut atau penyebrangan sebesar 49,36% dan untuk pertumbuhan kecelakaan lalu lintas sebesar 2,05%.

In preparing the 2021 RKAP, the Company uses several micro assumptions such as gross deposits of 5.50%, yield of SUN for 10 years of 6.50%, yield of SUN for 5 years of 5.90%, growth rate of re-registration of 6.73%, new registered vehicles of 50.00%, growth rate of land transport passengers of 42.20%, air transport passengers of 50.00%, train passengers of 40.29%, ship passengers or crossing of 49.36% and traffic accident growth of 2.05%.

Tahun 2021 merupakan tahun pertama di mana Perseroan menyusun rencana kerja sejak terbentuknya *Holding* Perasuransian dan Penjaminan. Asumsi indikator ekonomi makro dan mikro menjadi dasar pijakan pertama dalam menyusun RKAP, dengan referensi berikutnya adalah menyelaraskan strategi dan kebijakan serta mempedomani arahan Pemegang Saham yang senyatanya Jasa Raharja sebagai member *Indonesia Financial Group* (IFG).

The year 2021 is the first year in which the Company prepares a work plan since the establishment of the Insurance and Guarantee Holding. The assumption of macro and micro economic indicators is the first step in preparing the RKAP, with the next reference being to align strategies and policies and to guide the direction of the Shareholders, which is actually Jasa Raharja as a member of the Indonesia Financial Group (IFG).

Dalam struktur *Holding* Perasuransian dan Penjaminan, Perseroan merupakan motor penggerak kinerja keuangan *holding*, dalam arti berkontribusi laba lebih besar dibanding anak *holding* lainnya. Walaupun demikian korporasi tetap melakukan *continuous improvement* dalam pelayanan santunan yang merupakan *advantages* Perseroan dibanding perusahaan asuransi lainnya.

In the Insurance and Guarantee Holding structure, the Company is the driving force behind the holding's financial performance, in the sense that it contributes more profit than other holding subsidiaries. However, the corporation continues to make continuous improvement in the service of compensation, which is an advantage for the Company compared to other insurance companies.

Konsolidasi dan sinergi menjadi marwah dalam penyusunan prospek dan proyeksi tahun 2021 seperti penggunaan infrasturuktur secara bersama-sama, pelaksanaan kegiatan *shared services* dan *product synergy*, membangun kapasitas digital dan optimalisasi penggunaan infrastuktur teknologi informasi secara *group*. Berbagai program kerja disusun agar mampu mencapai target korporasi, kinerja keuangan yang memuaskan dan tingkat kesehatan keuangan yang kuat serta memiliki *strong brand perception*. Dalam upaya meningkatkan profitabilitas, korporasi juga tidak pernah berhenti untuk terus melakukan optimalisasi pendapatan SWDKLLJ dan IW, efisiensi biaya usaha, *create* dan *balancing* portofolio investasi dan penguatan manajemen risiko yang didukung oleh fungsi sistem pengendalian intern sebagai bagian dari *third lines defense*.

Consolidation and synergy are the hallmarks of preparing prospects and projections for 2021, such as using infrastructure together, implementing shared services and product synergies, building digital capacity and optimizing the use of information technology infrastructure as a group. Various work programs are prepared to be able to achieve corporate targets, satisfactory financial performance, and a strong level of financial soundness as well as having a strong brand perception. In an effort to increase profitability, the corporation has never stopped optimizing SWDKLLJ and IW revenues, operating cost efficiency, creating and balancing investment portfolios and strengthening risk management supported by the function of the internal control system as part of third lines defense.

Proyeksi Kinerja Tahun 2021

2021 PERFORMANCE PROJECTIONS

Pada situasi *market dynamic* dan pandemi COVID-19 memaksa Perseroan menyusun proyeksi kinerja dalam 2 (dua) skenario yakni skenario *base* dan skenario pesimis. Berikut disampaikan proyeksi kinerja Perseroan tahun 2021.

The dynamic market situation and the COVID-19 pandemic compels the Company to prepare performance projections in 2 (two) scenarios, namely the base scenario and the pessimistic scenario. The following is the projection of the Company's performance in 2021.

Proyeksi Kinerja Operasi dan Bisnis Tahun 2021
Operational and Business Performance Projections in 2021

	Realisasi 2020 (Rp-juta) Realization 2020 (IDR-million)	Proyeksi 2021 (Rp-juta) Projection 2021 (IDR-million)	Proyeksi 2021 Terhadap Realisasi 2020 (%) 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Iuran Wajib (IW) (UU No. 33/1964) Mandatory Premium (IW) (Law No.33 of 1964)			
Iuran Wajib Kendaraan Bermotor Umum (IWKBU) Public Motor Transport Compulsory Premiums (IWKBU)	80.839	90.795	112,32%
Iuran Wajib Kereta Api (IWKA) Trains Compulsory Premiums (IWKA)	4.157	4.560	109,69%
Iuran Wajib Kapal Laut (IWKL) Marine Transport Compulsory Premiums (IWKL)	51.611	63.757	123,53%
Iuran Wajib Pesawat Udara (IWPU) Aviation Compulsory Premiums (IWPU)	171.795	180.000	104,78%
Sub-jumlah Iuran Wajib (IW) Sub-amount of Compulsory Premium (IW)	308.402	339.112	109,96%
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) Compulsory Contribution for Road Traffic Accident Fund (SWDKLLJ) (Law No. 34 of 1964)	3.884.959	4.053.000	104,33%
Jumlah ***Total***	**4.193.361**	**4.392.112**	**104,74%**

Penerimaan pendapatan dari IW dan SWDKLLJ tahun 2021 diproyeksikan mampu tumbuh 4,74% dari realisasi tahun 2020. Proyeksi peningkatan ini terutama ditopang oleh optimisme transportasi serta kegiatan Daftar Ulang/Daftar Baru kendaraan untuk dapat menunjukkan pertumbuhan aktivitasnya di tahun 2021 sejalan dengan optimisme perekonomian untuk mulai melakukan *recovery*.

Revenue from IW and SWDKLLJ in 2021 are projected to be able to grow by 4.74% from the realization in 2020. This increase projection is mainly supported by transportation optimism and the Re-Registration/New Registration of vehicles activities to be able to show that the activity growth in 2021 is in line with the optimism of economic recovery.

Proyeksi Kinerja Sumber Daya Manusia Tahun 2021
Human Resources Performance Projection in 2021

Uraian Description	**Realisasi 2020** Realization 2020	**Proyeksi 2021** Projection 2021	**Proyeksi 2021 Terhadap Realisasi 2020 (%)** 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Jumlah Karyawan (orang) Number of Employees (people)	1.928	1.953	101,30%
Biaya Pendidikan dan Pelatihan (Rp-juta) Education and Training Costs (IDR-million)	17.017	30.517	179,33%

Jumlah karyawan di tahun 2021 diproyeksikan mengalami sedikit penambahan, yang terutama didapatkan dari kebutuhan karyawan PHO. Untuk investasi Perseroan pada pendidikan dan pelatihan bagi karyawan di tahun 2021 ditargetkan akan mengalami peningkatan yang cukup tinggi, sejalan dengan kebutuhan Perseroan untuk mempercepat peningkatan kompetensi karyawan yang dibarengi dengan optimisme di tahun

The number of employees in 2021 is projected to experience a slight increase, which is mainly from the recruitment needs of PHO employees. The Company's investment in education and training for employees in 2021 is targeted to experience a fairly high increase, which is in line with the Company's need to accelerate employee competency improvement. This is coupled with optimism that in 2021 various education and training programs

2021 untuk dapat melaksanakan berbagai program pendidikan dan pelatihan yang sebelumnya tertahan di tahun 2020 akibat kondisi pandemi COVID-19. Di tahun 2021, Perseroan akan memberikan penambahan kebutuhan program pembelajaran dan pengembangan, seperti program pengembangan sinergi dengan *Holding* IFG, pengembangan kompetensi baru dalam bidang digital dan *data analytic* serta *strategy analyst* guna mendukung strategi Perseroan dalam mengoptimalkan potensi penerimaan alternatif di luar *core business* (monetisasi data). Selain itu, Perseroan juga melakukan program pengembangan talenta guna mendukung akselerasi suksesi seperti *Officer Development Program* (ODP).

that were previously held back in 2020 due to COVID-19 pandemic conditions will be able to be carried out. In 2021, the Company will provide additional learning and development program needs, such as a synergy development program with IFG Holding and the development of new competencies in digital and data analytics as well as strategy analysts to support the Company's strategy in optimizing the potential for alternative revenues outside the core business (data monetization). In addition, the Company will also carry out talent development programs to support succession acceleration such as Officer Development Program (ODP).

Pencapaian Target Program Kemitraan dan Bina Lingkungan Tahun 2020
Achievement of the Partnership and Community Development Program Targets in 2020

	Realisasi 2020 Realization 2020	**Proyeksi 2021** Projection 2021	**Proyeksi 2021 Terhadap Realisasi 2020 (%)** 2021 Projection against 2020 Realization (%)
	1	**2**	**(2:1)**
Mitra Binaan Program Kemitraan (Mitra Binaan) Assisted Partners of the Partnership Program (Assisted Partners)	45	150	333,33%
Dana yang Disalurkan (Rp-juta) Funds Disbursed (IDR-million)			
Program Kemitraan Partnership Program	9.655	19.000	196,79
Program Bina Lingkungan Community Development Program	26.050	20.164	77,40%
Jumlah ***Total***	**35.705**	**39.164**	**109,69**

Proyeksi Bina Lingkungan tahun 2021 sebesar Rp20.164.007.500 atau 77,40% dari realisasi 2020 karena prognosa laba tahun 2021 mengalami penurunan dibandingkan dengan tahun 2020. Proyeksi Penyaluran Program Kemitraan tahun 2021 sebesar Rp19.000.000.000 atau 196,79% dari realisasi 2020 karena adanya pengembalian angsuran dari penyaluran sinergi BUMN dengan PT Bahana Artha Ventura.

Projection of Community Development in 2021 is IDR20,164,007,500 or 77.40% of the 2020 budget realization. Since the profit prognosis in 2021 has decreased compared to 2020. The projected distribution of the Partnership Program in 2021 is IDR19,000,000,000 or 196.79% of the 2020 budget realization. This is due to the repayment of installments from the distribution of SOE synergies with PT Bahana Artha Ventura.

Proyeksi Kinerja Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2021
Projected Consolidated Profit (Loss) and Other Comprehensive Income Performance in 2021

	Realisasi 2020 Realization 2020	**Proyeksi 2021** Projection 2021	**Proyeksi 2021 Terhadap Realisasi 2020 (%)** 2021 Projection against 2020 Realization (%)
	1	**2**	**(2:1)**
Pendapatan Premi Bruto Gross Premium Income	5.385.063	5.922.519	109,98%
Pendapatan Premi Reasuransi Reinsurance Premium Income	(505.960)	(557.045)	110,10%

Proyeksi Kinerja Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Tahun 2021
Projected Consolidated Profit (Loss) and Other Comprehensive Income Performance in 2021

	Realisasi 2020 Realization 2020	**Proyeksi 2021** Projection 2021	**Proyeksi 2021 Terhadap Realisasi 2020 (%)** 2021 Projection against 2020 Realization (%)
	1	**2**	**(2:1)**
(Kenaikan)/Penurunan Cadangan atas Premi yang Belum Merupakan Pendapatan (Increase)/Decrease of Unearned Premium Reserves	(10.651)	-	-
Pendapatan Investasi Investment Income	976.175	871.786	89,31%
Pendapatan Lain-Lain - Bersih Other Income - Net	437.880	-	-
Jumlah Pendapatan Total Revenue	6.282.507	6.984.870	111,18%
Klaim dan Manfaat Claims and Benefits	2.854.868	2.988.879	104,69%
Klaim Reasuransi Reinsurance Claims	(249.540)	(228.741)	91,67%
Kenaikan Estimasi Liabilitas Klaim Increase in Estimated Claim Liabilities	(60.348)	-	-
Beban Operasional dan Komisi Operational and Commission Expenses	428.017	440.955	103,02%
Beban Teknik Operasional Operational Engineering Expenses	2.544.980	431.244	16,94%
Beban Umum dan Administrasi General and Administration Expenses	1.457.592	1.625.485	111,52%
Jumlah Beban Total Expenses	4.430.589	5.297.392	119,56%
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	1.851.918	1.687.478	91,12%
Beban Pajak Tax Expenses	1.851.918	334.713	18,07%
Laba Bersih Tahun Berjalan Net Profit for the Year	1.508.897	1.352.765	89,65%
Penghasilan Komprehensif Lain Other Comprehensive Income	(65.742)	(236.275)	359,40%
Laba Komprehensif Tahun Berjalan Comprehensive Income for the Year	1.443.155	1.116.490	77,36%

Dengan optimisme pertumbuhan penerimaan IW dan SWDKLLJ tahun 2021 yang diimbangi dengan situasi pasar yang dinamis serta pandemi COVID-19 yang masih menghantui, Perseroan memproyeksikan pendapatan premi bruto dan pendapatan premi reasuransi mampu tumbuh masing-masing 9,98% dan 10,10% dibandingkan realisasi tahun 2020. Pertumbuhan pendapatan ini juga dibarengi dengan konsolidasi pendapatan dari entitas anak, PT Jasaraharja Putera yang berfokus bisnis pada asuransi

With optimism for growth in IW and SWDKLLJ revenues in 2021 which is balanced by a dynamic market situation and the still existing COVID-19 pandemic, the Company projects that gross premium income and reinsurance premium income will be able to grow by 9.98% and 10.10% respectively compared to the realization In 2020. This revenue growth was also accompanied by the consolidation of revenues from its subsidiary, PT Jasaraharja Putera, which focuses on motor vehicle insurance, surety insurance,

kendaraan bermotor, asuransi *surety*, sebagai *lead* konsorsium di Kementerian PUPR dan penjaminan *liability* untuk daerah wisata serta beberapa produk asuransi umum lainnya. Di sisi lain, pendapatan investasi diproyeksikan akan mengalami penurunan yang terutama disebabkan situasi pasar modal yang masih akan menunjukkan ketidakpastian di tahun 2021.

its position as the lead consortium at the Ministry of Public Works and Public Housing (PUPR), liability guarantor for tourist areas, and several other general insurance products. On the other hand, investment income is projected to decline; this is mainly due to the capital market situation which will still show uncertainty in 2021.

Dengan jumlah beban yang diproyeksikan turut mengalami kenaikan, laba bersih tahun berjalan serta laba komprehensif tahun berjalan tahun 2021 diproyeksikan mengalami penurunan dibandingkan realisasi tahun 2020.

With the number of expenses projected to also increase, net profit for the year and comprehensive income for the year in 2021 is projected to decrease compared to the realization in 2020.

Proyeksi Kinerja Posisi Keuangan Konsolidasian, Struktur Modal dan Dividen Tahun 2021
Projected Consolidated Financial Position, Capital Structure, and Dividends Performance in 2021

	Realisasi 2020 (Rp-juta) Realization 2020 (IDR-million)	Proyeksi 2021 (Rp-juta) Projection 2021 (IDR-million)	Proyeksi 2021 Terhadap Realisasi 2020 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Aset Assets			
Kas dan Bank Cash and Cash in Banks	290.633	650.883	223,95%
Deposito Wajib dan Berjangka Statutory and Time Deposits	2.651.374	1.036.322	39,09%
Efek-Efek – Bersih Marketable Securities - Net	11.513.226	12.914.157	112,17%
Piutang Hasil Investasi Investment Income Receivables	79.686	-	-
Piutang Premi Premium Receivables	196.412	187.683	95,56%
Piutang Reasuransi Due from Reinsurers	90.724	102.178	112,63%
Aset Tetap Bersih Fixed Assets - Net	820.414	878.195	107,04%
Aset Pajak Tangguhan Deferred Tax Assets	297.845	416.844	139,95%
Aset Reasuransi Reinsurance Assets	1.193.589	948.895	79,50%
Aset Lainnya Other Assets	127.719	158.168	123,84%
Jumlah Aset Total Assets	17.309.567	17.293.325	99,91%
Liabilitas Liabilities			
Utang Klaim Claim Payables	22.384	49.889	222,88%
Utang Reasuransi Due to Reinsurers	84.466	139.692	165,38%
Akrual dan Utang Lain-Lain Accrued Expenses and Other Payables	682.829	664.993	97,39%
Utang Pajak Taxes Payables	122.386	77.484	63,31%

Proyeksi Kinerja Posisi Keuangan Konsolidasian, Struktur Modal dan Dividen Tahun 2021
Projected Consolidated Financial Position, Capital Structure, and Dividends Performance in 2021

	Realisasi 2020 (Rp-juta) Realization 2020 (IDR-million)	Proyeksi 2021 (Rp-juta) Projection 2021 (IDR-million)	Proyeksi 2021 Terhadap Realisasi 2020 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Liabilitas Premi (CAPYBMP) Premium Liabilities (CAPYBMP)	3.465.901	3.723.278	107,43%
Estimasi Liabilitas Klaim Estimated Claim Liabilities	945.972	804.600	85,06%
Estimasi Imbalan Pascakerja Estimated Postemployment Benefits	422.865	385.742	91,22%
Jumlah Liabilitas Total Liabilities	5.746.803	5.845.678	101,72%
Ekuitas Equity			
Modal Disetor Paid-In Capital	13.504	8.500.000	99,84%
Saldo Laba yang Telah Ditentukan Penggunaannya Appropriated Retained Earnings	1.955.305	2.416.197	123,57%
Saldo Laba yang Belum Ditentukan Penggunaannya Unappropriated Retained Earnings	1.504.501	1.352.765	89,91%
Komponen Ekuitas Lainnya Other Equity Components	(239.864)	-821.315	342,41%
Kepentingan Non Pengendali Non-Controlling Interests	69.776	-	-
Jumlah Ekuitas Total Equity	11.562.764	11.447.647	99,00%

Pada posisi keuangan, keseimbangan jumlah aset dan jumlah liabilitas dan ekuitas diproyeksikan mengalami sedikit penurunan dibandingkan realisasi tahun 2020. Pada aset, penurunan terutama disebabkan penurunan instrumen investasi deposito wajib dan berjangka serta saldo aset reasuransi. Pada liabilitas, proyeksi penurunan terjadi terutama pada utang pajak. Sedangkan pada ekuitas, saldo laba yang belum ditentukan penggunaannya atau laba ditahan diproyeksikan akan mengalami penurunan.

In the financial position, the balance of total assets, total liabilities, and equity are projected to experience a slight decline compared to the realization in 2020. In assets, the decline was mainly due to a decrease in statutory and time deposit investment instruments and the balance of reinsurance assets. In liabilities, the projected decline is mainly in taxes payables. Meanwhile, in equity, unappropriated retained earnings are projected to decrease.

Proyeksi Rasio-Rasio Keuangan dan Rasio Penting Lainnya Tahun 2021
Projection of Financial Ratios and Other Important Ratios in 2021

	Realisasi 2020 Realization 2020	Proyeksi 2021 Projection 2021	Proyeksi 2021 Terhadap Realisasi 2020 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Return on Equity (ROE)	13,05	12,00	91,95%
Return on Aset (ROA)	8,72	10,00	114,68%
Likuiditas/Rasio Lancar Current Liquidity/Ratio	239,48	247,90	103,52%
Risk Base Capital	610,47	508,42	83,28%

Proyeksi Rasio-Rasio Keuangan dan Rasio Penting Lainnya Tahun 2021
Projection of Financial Ratios and Other Important Ratios in 2021

	Realisasi 2020 Realization 2020	Proyeksi 2021 Projection 2021	Proyeksi 2021 Terhadap Realisasi 2020 2021 Projection against 2020 Realization (%)
	1	2	(2:1)
Rasio Kecukupan Investasi Capital Adequacy Ratio	319,65	304,74	95,34%
Yield On Investment (YOI)	6,05	6,34	104,79%
Expense Ratio	20,28	24,58	121,20%
Pertumbuhan Premi Premium Growth	(11,94)	12,52	104,86%
Underwriting Yield	42,22	29,68	70,30%

Dari tabel proyeksi rasio-rasio keuangan tahun 2021, terlihat bahwa premi diproyeksikan akan mengalami peningkatan dibandingkan defisit penurunan pada tahun 2020. Di sisi lain, *Underwriting Yield* diproyeksikan akan mengalami penurunan, demikian pula dengan ROE dan *Risk Base Capital*. Likuiditas Perseroan diproyeksikan akan mengalami penguatan sejalan dengan kenaikan kas dan bank serta penurunan liabilitas lancar di tahun 2021.

From the table of projections of financial ratios for 2021, it can be seen that premiums are projected to increase compared to a declining deficit in 2020. On the other hand, the Underwriting Yield is projected to decrease, as well as ROE and Risk Base Capital. The Company's liquidity is projected to strengthen in line with the increase in cash and cash in bank and decrease in current liabilities in 2021.

Dampak Perubahan Harga yang Berpengaruh Terhadap pendapatan dan kinerja Keuangan Perusahaan

Tidak terdapat perubahan harga berupa beban klaim maupun besaran pembayaran santunan di sepanjang tahun 2020 yang berpengaruh terhadap pendapatan dan kinerja keuangan Perseroan.

THE IMPACT OF PRICE CHANGE AFFECTING THE COMPANY'S REVENUE AND FINANCIAL PERFORMANCE

There has been no price change, in the form of claim expenses or the amount of compensation payment throughout 2020, which affecting the Company's revenue and financial performance.

Dampak Nilai Tukar Mata Uang Asing

Perseroan menghadapi risiko nilai tukar mata uang asing yang terjadi akibat fluktuasi nilai tukar mata uang pada posisi keuangan dan arus kas. Direksi menetapkan batas tingkat eksposur berdasarkan mata uang yang dimonitor secara berkala. Tabel di bawah ini mengikhtisarkan aset keuangan dan liabilitas keuangan Perseroan terhadap risiko nilai tukar mata uang asing.

The Impact Of Foreign Exchange Rates

The Company takes on exposure to the effects of fluctuations in the prevailing foreign exchange rates on its financial position and cash flows. The Board of Directors set limits on the level of exposure by currency, which are monitored periodically. The table below summarises the Company's financial assets and liabilities exposure to foreign exchange rates risks.

	2020 (Rp-juta) (IDR-million)		2019 (Rp-juta) (IDR-million)	
	USD	Lainnya Others	USD	Lainnya Others
Aset **Assets**				
Kas dan Kas Pada Bank Cash and Cash in Banks	1.368.532	1.542	2.213.166	1.002
Deposito Wajib dan Berjangka Statutory and Time Deposits	150.000	-	150.000	-
Piutang Hasil Investasi Investment Income Receivables	607	-	144	-
Piutang Premi - Bersih Premium Receivables - Net	3.236.398	33.549	3.393.558	12.032

	2020 (Rp-juta) (IDR-million)		2019 (Rp-juta) (IDR-million)	
	USD	Lainnya Others	USD	Lainnya Others
Piutang Reasuransi - Bersih Due from Reinsurers - Net	945.282	33.799	423.600	9.192
	5.700.819	68.890	6.180.468	22.226
Liabilitas **Liabilities**				
Utang Klaim Claim Payables	4	50.542	3.203	-
Utang Reasuransi Due To Reinsurers	1.423.258	14.800	1.983.998	15.387
Akrual dan Utang Lain-Lain Accrued Expenses and Other Payables	373.054	6.162	471.589	2.166
	1.796.316	71.504	2.458.790	17.553
Aset Bersih Net Assets	3.904.503	(2.614)	3.721.628	4.673

Sensitivitas Perseroan terhadap mata uang asing diperhitungkan dengan menggunakan informasi Posisi Devisa Neto yang ditranslasikan ke dalam mata uang asing Dolar AS. Tabel di bawah ini mengikhtisarkan sensitivitas laba sebelum pajak konsolidasian atas perubahan nilai tukar mata uang asing pada tanggal 31 Desember 2019 dan 2020.

The Company's sensitivity against foreign currency is calculated using information of Net Forex Position that is translated into USD currency. The table below summarizes the profit sensitivity before tax against foreign exchange rate as of December 31, 2019 and 2020.

	Pengaruh pada laba rugi Impact on profit or loss	
	Peningkatan Increase by 5%	Penurunan Decrease by 5%
31 Desember 2020 December 31, 2020	2.752	(2.752)
31 Desember 2019 December 31, 2019	2.590	(2.590)

Proyeksi di atas mengasumsikan bahwa seluruh variabel lainnya adalah konstan dan berdasarkan tanggal pelaporan yang konstan.

The projection assumes that all other variables are constant and based on constant reporting date.

Seluruh eksposur adalah dalam Dolar AS, tidak terdapat eksposur risiko mata uang asing selain dalam Dolar AS.

All exposures are to US Dollar, there are no currency risk exposures other than US Dollar.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Perseroan tidak mendapatkan adanya informasi dan fakta material yang terjadi setelah periode pelaporan 31 Desember 2020 hingga tanggal laporan akuntan 12 April 2021. Perseroan juga tidak mendapatkan adanya informasi dan fakta material yang terjadi setelah tanggal laporan 12 April 2021 hingga penandatanganan laporan tahunan 16 Juni 2021.

Material Information And Facts Subsequent To The Accountant's Report Date

The Company has not received any material information and facts after the reporting period of December 31, 2020 until the accountant's report date of April 12, 2021. The Company also has not received any material information and facts subsequent to the accountant's report date of April 12, 2021 until the signing of the annual report on June 16, 2021.

Kebijakan Dividen dan Pembagiannya

Dasar Kebijakan Pembagian Dividen

Dividen merupakan hasil usaha dari Perseroan yang dibagikan kepada pemegang saham. Besarnya pembagian Dividen memperhitungkan kemampuan Perseroan, dan proyeksi usaha 1 (satu) tahun ke depan. Sesuai dengan Anggaran Dasar Perseroan yang terakhir telah diubah dan disahkan dengan Akta No. 14 tanggal 9 April 2020 yang dibuat di hadapan Julius Purnawan, S.H., M.Si., notaris di Jakarta, pada Pasal 26 diatur tentang penggunaan laba yang dapat dijelaskan secara ringkas sebagai berikut:

- Penggunaan laba bersih termasuk jumlah penyisihan untuk cadangan kerugian diputuskan oleh RUPS dan Keputusan RUPS harus disetujui oleh Pemegang Saham Seri A Dwiwarna.

- Seluruh laba bersih setelah dikurangi penyisihan untuk cadangan dibagikan kepada Pemegang Saham sebagai dividen kecuali ditentukan lain oleh RUPS.
- Dividen hanya boleh dibagikan apabila Perseroan mempunyai saldo laba yang positif. Apabila perhitungan laba rugi pada suatu tahun buku menunjukkan kerugian yang tidak dapat ditutup dengan dana cadangan, maka kerugian itu akan tetap dicatat dalam pembukuan Perseroan dan dalam tahun-tahun yang akan datang Perseroan dianggap tidak mendapat laba selama kerugian yang tercatat itu belum sama sekali tertutup, dengan tidak mengurangi ketentuan perundangan-undangan yang berlaku.
- Kecuali bagian dividen yang menjadi hak Negara Republik Indonesia, dividen yang tidak diambil dalam waktu 5 (lima) tahun setelah disediakan untuk dibayarkan, dimasukkan dalam dana cadangan yang khusus diperuntukkan untuk itu. Dividen dalam dana cadangan khusus tersebut dapat diambil oleh Pemegang Saham yang berhak dengan menyampaikan bukti haknya atas dividen tersebut yang dapat diterima oleh Direksi dengan syarat pengambilannya tidak secara sekaligus dan dengan rmembayar biaya administrasi yang ditetapkan Direksi. Dividen yang telah dimasukkan dalam cadangan khusus dan tidak diambil dalam jangka waktu 10 tahun akan menjadi hak Perseroan.

- Perseroan dapat membagikan dividen interim sebelum tahun buku Perseroan berakhir, dengan memperhatikan proyeksi perolehan laba dan kemampuan keuangan Perseroan. Pembagian dividen interim ditetapkan berdasarkan keputusan Direksi setelah memperoleh persetujuan Dewan Komisaris. Dalam hal setelah tahun buku berakhir ternyata Perseroan menderita kerugian, dividen interim yang telah dibagikan harus dikembalikan oleh Pemegang Saham kepada Perseroan. Pemegang Saham yang mewakili paling sedikit 1/10 bagian dari saham yang telah dikeluarkan dapat meminta pembagian dividen interim.

Dividend Policy And Its Distribution

Basis of Dividend Distribution Policy

Dividends represent the Company's operating results, which are distributed to shareholders. The amount of Dividend distributed takes into account the Company's ability and its business outlook for the next 1 (one) year. In accordance with the Company's Articles of Association which was last amended and ratified by Deed No. 14 dated April 9, 2020, made before Julius Purnawan, S.H., M.Sc., notary in Jakarta, Article 26 regulates the use of profits which can be briefly described as follows:

- The use of net profit including the amount of allowance for impairment losses is decided by the GMS and the GMS resolution must be approved by the A Series Dwiwarna Shareholder.
- All net profit after deducting an allowance for impairment losses is distributed to Shareholders as dividends unless otherwise determined by the GMS.
- Dividends may only be distributed if the Company has positive retained earnings. If the profit and loss calculation for a fiscal year shows a loss that cannot be covered by the reserve fund, then the loss will still be recorded in the books of the Company and in the years to come the Company is considered not to have made a profit as long as the recorded loss has not been completely covered, without diminishing the provisions of prevailing laws and regulations.

- With the exception of dividend which is the right of the Republic of Indonesia, dividends which are not collected within 5 (five) years after being made available for payment, are included in a reserve fund specifically designated for that purpose. Dividends in the special reserve fund can be taken by the entitled Shareholders by submitting proof of their rights to the dividends which can be received by the Board of Directors on the condition that the dividend cannot be taken all at once and it can be taken by initially paying the administrative fees determined by the Board of Directors. Dividends that have been included in a special reserve and not taken within a period of 10 years will become the rights of the Company.
- The Company may distribute interim dividends before the end of the Company's fiscal year, by considering the projected profit and financial capability of the Company. The distribution of interim dividends is determined based on the decision of the Board of Directors after obtaining the approval of the Board of Commissioners. In the event that after the fiscal year ends, it turns out that the Company has suffered a loss, the interim dividend that has been distributed must be returned by the Shareholders to the Company. Shareholders who represent at least 1/10 of the shares which have been issued may request the disbursement of interim dividends.

Dividen yang Dibagikan di Tahun 2020 dan Riwayat Pembagian Dividen

Berdasarkan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 2 Juli 2020, pemegang saham menetapkan penggunaan laba bersih Perseroan untuk tahun buku 2019 yang berakhir pada tanggal 31 Desember 2019, dengan alokasi sebagai berikut:

1. Sebesar Rp1.300.000.000.000 atau jumlah lain yang telah mendapatkan persetujuan dari Menteri Keuangan sebagai dividen;
2. Selisih sebesar Laba Bersih Konsolidasian yang dapat Diatribusikan Kepada Pemilik Entitas Induk dikurangi dividen, dimasukkan sebagai cadangan Perseroan.

Pembagian Dividen di tahun 2020 untuk hasil usaha tahun 2019 adalah sebagai berikut:

Dividends Distributed in 2020 and History of Dividend Distribution

Based on the Annual General Meeting of Shareholders held on July 2, 2020, the shareholders determine the use of the Company's net profit for the 2019 fiscal year ending on December 31, 2019, with the following details:

1. As much as IDR1,300,000,000,000,- (one trillion three hundred billion Rupiah), or other amounts that have been approved by the Minister of Finance, was allocated as dividend;
2. The difference in the amount of Consolidated Net Profit Attributable to Owners of the Parent Entity minus dividends is calculated as the Company's reserves.

Dividend distribution in 2020 for 2019 operating results is as follows:

Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk Tahun 2019 (Rp-juta) Income for the year attributable to the owner of the parent entity in 2019 (IDR-million)	1.551.785
Dividen Kas yang Dibagikan (Rp-juta) Distributed Cash Dividend (IDR-million)	1.300.000
Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)	83,77%
Tanggal Pengumuman Announcement Date	2 Juli 2020 July 2, 2020
Tanggal Pembayaran Payment Date	18 Agustus 2020 August 18, 2020

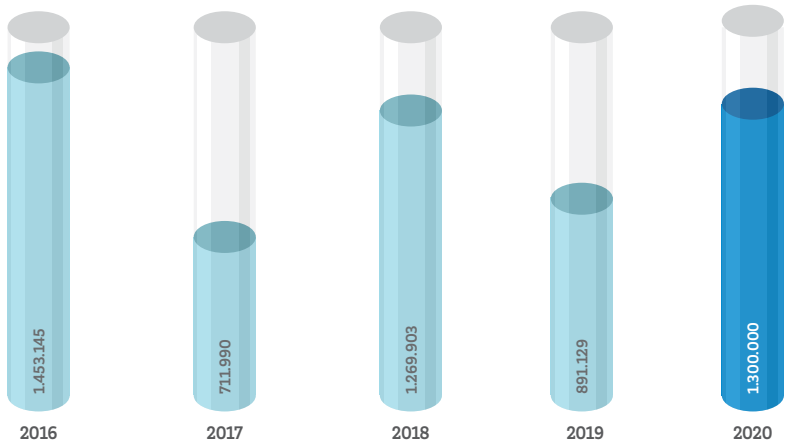
Riwayat pembagian dan pembayaran Dividen 5 (lima) tahun terakhir adalah sebagai berikut:

History of dividends distribution and payment of the last 5 (five) years is as follows:

	Tahun Pembagian Dividen Year or Dividends Distribution				
	2020 (untuk hasil usaha tahun 2019) (for 2019 Fiscal Year Operating Results)	**2019 (untuk hasil usaha tahun 2018)** (for 2018 Fiscal Year Operating Results)	**2018 (untuk hasil usaha tahun 2017)** (for 2017 Fiscal Year Operating Results)	**2017 (untuk hasil usaha tahun 2016)** (for 2016 Fiscal Year Operating Results)	**2016 (untuk hasil usaha tahun 2015)** (for 2015 Fiscal Year Operating Results)
Laba Tahun Berjalan yang Diatribusikan Kepada Pemilik Entitas Induk di Tahun Sebelumnya (Rp-juta) Profit for the Year Attributable to the Owner of the Parent Entity (IDR-million)	1.551.785	1.620.235	1.843.566	2.373.301	2.315.769
Dividen Kas yang Dibagikan (Rp-juta) Cash Dividends Distributed (IDR-million)	1.300.000	891.129	1.269.903	711.990	1.453.145
Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)	83,77%	55,00%	68,88%	30,00%	62,75%
Tanggal Pengumuman Announcement Date	2 Juli 2020 July 2, 2020	29 Mei 2019 May 29, 2019	26 April 2018 April 26, 2018	8 Mei 2017 May 8, 2017	28 April 2016 April 28, 2016
Tanggal Pembayaran Payment Date	18 Agustus 2020 August 18, 2020	21 Juni 2019 June 21, 2019	18 Mei 2018 May 18, 2018	6 Juni 2017 June 6, 2017	25 Mei 2016 May 25, 2016

Perkembangan Jumlah Dividen Kas yang Dibagikan 5 Tahun Terakhir untuk Hasil Usaha di Tahun Sebelumnya
Development of Cash Dividends Distributed for Previous Year's Operating Results of the Last 5 Years

(Rp-juta)
(IDR-million)



Perpajakan: Kontribusi Terhadap Negara

Selain Dividen yang dibayarkan, Perseroan juga berkontribusi kepada Negara melalui pemenuhan kewajiban perpajakan baik Pajak Penghasilan, Pajak Bumi dan Bangunan, maupun Pajak Pertambahan Nilai. Berikut rincian jumlah pemenuhan kewajiban perpajakan Perseroan.

Taxation: Contribution To The State

In addition to the dividends distributed, the Company also contributes to the State through the fulfillment of tax obligations, including income tax, land and building tax, and value added tax. Details of the Company's tax obligations is as follows.

Posisi Pungutan dan Pembayaran Pajak Tahun 2020
Position of Collection and Payment of Taxes in 2020

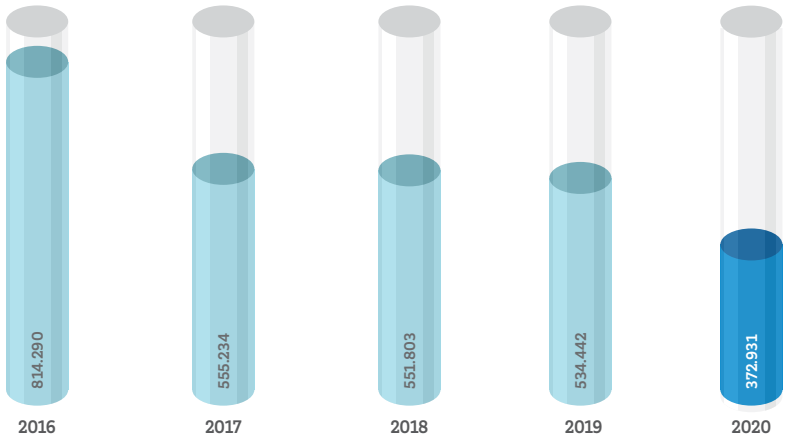
	Saldo Awal (Rp juta) Initial Balance (IDR-million)	**Jumlah Dipungut / Diperhitungkan (Rp juta)** Tax Collected/ Calculated (IDRmillion)	**Jumlah Disetor (Rp juta)** Total Paid (IDRmillion)	**Saldo Akhir (Rp juta)** Ending Balance (IDR-million)
PPh Pasal 21 Income Tax Article 21	25.202	139.184	144.193	20.194
PPh Pasal 22 Income Tax Article 22	138	783	817	104
PPH Pasal 23/PPh Pasal 24 ayat (2) Income Tax Article 23/ Income Tax Article 24 paragraph (2)	543	5.154	5.529	168
Pajak Penghasilan Badan Tax Due for Corporate Income Tax	37.838	231.981	192.996	76.822
PPN/PPnBM VAT/Luxury Tax	2 .066	25.792	26.553	1.305
Pajak-pajak lain (PBB, HGB, PKB, Bea Materai) Other taxes (Building and Land Tax, Right to Build, Motor Vehicle Tax, Stamp Duty)	-	2.843	2.843	-
Jumlah ***Total***	**65.787**	**405.737**	**372.931**	**98.594**

Perbandingan Jumlah Pembayaran Pajak Tahun 2019 dan 2020
Comparison of 2019 and 2020 Tax Payment

	2020 (Rp-juta) (IDR-million)	2019 (Rp-juta) (IDR-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
PPh Pasal 21 Income Tax Article 21	144.193	162.320	(18.127)	-11,17%
PPh Pasal 22 Income Tax Article 22	817	1.222	(405)	-33,14%
PPH Pasal 23/PPh Pasal 24 ayat (2) Income Tax Article 23/ Income Tax Article 24 paragraph (2)	5.529	9.185	(3.656)	-39,80%
Pajak Penghasilan Badan Tax Due for Corporate Income Tax	192.996	325.176	(132.180)	-40,65%
PPN/PPnBM VAT/Luxury Tax	26.553	33.691	(7.138)	-21,19%
Pajak-pajak lain (PBB, HGB, PKB, Bea Materai) Other taxes (Building and Land Tax, Right to Build, Motor Vehicle Tax, Stamp Duty)	2.843	2.848	(5)	-0,18%
Jumlah ***Total***	**372.931**	**534.442**	**(161.511)**	**-30,22%**

Perkembangan Jumlah Pembayaran Pajak 2016-2020
Development of the Company's Tax Payment 2016-2020

(Rp-juta)
(IDR-million)



Informasi Tentang Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen (ESOP/MSOP)

Hingga akhir tahun 2020, Perseroan tidak menerbitkan kepemilikan saham oleh publik, maupun Program Kepemilikan Saham oleh Manajemen dan Karyawan (MSOP/ESOP). Saham Perseroan 100% sepenuhnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat informasi terkait jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak, dan harga *exercise* saham.

Information on Employee and/or Management Stock Option Program (ESOP/MSOP)

Until the end of 2019, the Company has not issued public ownership of shares, nor the Employee and/or Management Stock Option Program (ESOP/MSOP). The Company's shares are 100% fully owned by the Government of the Republic of Indonesia. Therefore, there is no information regarding the number of ESOP/MSOP shares and their realization, duration, requirements of entitled employees and/or management, and exercise price of shares.

Informasi Tentang Realisasi Penggunaan Dana Hasil Penawaran Umum

Sampai dengan 31 Desember 2020, Perseroan tidak melakukan *Initial Public Offering* (IPO) maupun penawaran efek dalam bentuk apapun, sehingga informasi mengenai realisasi penggunaan dana hasil penawaran umum tidak dapat disajikan dalam laporan tahunan ini.

Information on The Realization of The Use of Proceeds From Public Offering

As of December 31, 2019, the Company has not conducted Initial Public Offering (IPO) or securities offering in any form. Thus, there has been no information regarding the realization of the use of proceeds from the public offering to be presented in this annual report.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal

Material Information Regarding Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

Informasi Material Mengenai Investasi

Tidak terdapat informasi material berupa aksi korporasi investasi yang dilakukan Perseroan di sepanjang tahun 2020.

Material Information on Investment

There has been no material information in the form of corporate action of investment conducted by the Company throughout 2020.

Informasi Material Mengenai Ekspansi

Perseroan tidak memiliki informasi material berupa aksi korporasi ekspansi yang dilakukan di sepanjang tahun 2020.

Material Information on Expansion

The Company has no material information in the form of corporate action of expansion conducted by the Company throughout 2020.

Informasi Material Mengenai Divestasi

Tidak terdapat informasi material berupa aksi korporasi divestasi yang dilakukan Perseroan di sepanjang tahun 2020.

Material Information on Divestment

There has been no material information in the form of corporate action of divestment conducted by the Company throughout 2020.

Informasi Material Mengenai Penggabungan Usaha

Perseroan tidak memiliki informasi material berupa aksi korporasi *merger* atau penggabungan usaha yang dilakukan di sepanjang tahun 2020.

Material Information on Merger

The Company has no material information in the form of corporate action of merger conducted by the Company throughout 2020.

Informasi Material Mengenai Akuisisi

Tidak terdapat informasi material berupa aksi korporasi akuisisi yang dilakukan Perseroan di sepanjang tahun 2020.

Material Information on Acquisition

There has been no material information in the form of corporate action of acquisition conducted by the Company throughout 2020.

Informasi Material Mengenai Restrukturisasi Utang

Seperti yang telah disampaikan sebelumnya, dalam struktur permodalannya, Perseroan tidak memiliki utang berbasis bunga. Seluruh permodalan Perseroan didapatkan dari ekuitas atau permodalan sendiri.

Material Information on Debt/Capital Restructuring

As previously stated, in its capital structure, the Company does not have interest bearing liabilities. All of the Company's capital is obtained from equity or own capital.

Informasi Material Mengenai Restrukturisasi Modal

Berdasarkan perubahan Anggaran Dasar Perusahaan terakhir yang diaktakan pada Akta Notaris Nomor 14 tanggal 9 April 2020 yang dikeluarkan oleh Julius Purnawan, S.H., M.Si., Notaris di Jakarta, pada tanggal 31 Maret 2020, Rapat Umum Pemegang Saham (RUPS) menyetujui perubahan struktur pemegang saham Perseroan. Sehubungan dengan ditetapkannya Peraturan Pemerintah Nomor 20 Tahun 2020 tentang penambahan penyertaan modal saham perusahaan, Perseroan menyetujui pengalihan seluruh saham Seri B milik Negara Republik Indonesia kepada PT Bahana Pembinaan Usaha Indonesia (Persero) untuk dijadikan tambahan penyertaan modal Negara Republik Indonesia sebanyak 8.499.999 saham dengan bernilai nominal Rp 1.000.000 (nilai penuh). Dari nilai nominal setiap saham yang ditempatkan, seluruhnya berjumlah Rp 8.500.000.000.000 (nilai penuh) telah disetor penuh pada Negara Republik Indonesia sebanyak 1 (satu) saham Seri A Dwiwarna sebesar Rp 1.000.000 (nilai penuh) dan PT Bahana Pembinaan Usaha Indonesia (Persero) sebanyak 8.499.999 saham Seri B sebesar Rp 8.499.999.000.000 (nilai penuh).

Material Information Regarding Capital Restructuring

Based on the latest amendment to the Company's Articles of Association covered in the Notarial Deed No. 14 dated 9 April 2020 issued by Julius Purnawan, S.H., M.Si., Notary in Jakarta. On 31 March 2020, the General Meeting of Shareholders ("GMS") agreed the change in structure shareholders of the Company. In connection with the enactment of Government Regulation No. 20 in 2020 concerning the addition of the company's share capital participation, the Company approved the transfer of all Series B shares belonging to the Republic of Indonesia to PT Bahana Pembinaan Usaha Indonesia (Persero) to be used as additional capital participation of the Republic of Indonesia of 8,499,999 shares with nominal value of IDR1,000,000 (full amount). Of the nominal value of each issued share, a total of IDR8,500,000,000,000 (full amount) has been fully paid-up to the Republic of Indonesia as much as 1 (one) Serie A Dwiwarna share amounting to IDR1,000,000 (full amount) and PT Bahana Pembinaan Usaha Indonesia (Persero) totaling 8,499,999 Series B shares. amounting toIDR8,499,999,000,000 (full amount).

Perubahan Jumlah dan Jenis Saham PT Jasa Raharja Tahun 2020
(Nilai Saham = Rp1.000.000 per Saham)
Change in Number and Type of Shares in 2020
(Share Value = IDR1,000,000 per Share)

	2020 (lembar saham) (share)	2019 (lembar saham) (share)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (lembar saham) (share)	Persentase (%) Percentage (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia				
Saham Seri A Dwiwarna A-Series Dwiwarna Shares	1	1	-	0,00%
Saham Seri B B-Series Shares	-	8.499.999	(8.499.999)	-100,00%
PT Bahana Pembinaan Usaha Indonesia				
Saham Seri B B-Series Shares	8.499.999	-	8.499.999	-
Jumlah ***Total***	**8.500.000**	**8.500.000**	**-**	**0,00%**

Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi

Perseroan telah mengungkapkan seluruh sifat dan transaksi dengan Pihak-pihak Berelasi sebagai bagian dari Kebijakan Akuntansi Penting terkait Hubungan Afiliasi (Pihak Berelasi), yang dapat dilihat pada Laporan Keuangan Konsolidasian tahun 2020.

Material Transaction Containing Conflict of Interest and/or Transactions with Affiliated/Related Parties

The Company has disclosed all nature and and transactions with Related Parties as part of an Important Accounting Policy related to Affiliation (Related Parties), which can be seen in the 2020 Consolidated Financial Statements.

Definisi Pihak Berelasi

Pihak berelasi adalah orang atau perusahaan yang terkait dengan Perseroan dan entitas anak, yaitu yang diidentifikasikan sebagai:

- Orang atau anggota keluarga terdekat yang:
  a. Memiliki pengendalian atau pengendalian bersama atas Perseroan dan entitas anak;
  b. Memiliki pengaruh signifikan atas Perseroan dan entitas anak; atau
  c. Merupakan personel manajemen kunci Perseroan dan entitas anak.
- Entitas yang memenuhi salah satu hal berikut:
  a. Entitas dan Perseroan serta entitas anak adalah anggota dari kelompok usaha yang sama merupakan entitas asosiasi;
  b. Suatu program imbalan pasca kerja untuk imbalan kerja dari Perseroan dan entitas anak, atau entitas lain yang terkait dengan Perseroan dan entitas anak;
  c. Dikendalikan atau dikendalikan bersama oleh orang (individu) yang diidentifikasi dalam butir pertama;
  d. Orang yang diidentiffikasi memiliki pengendalian atau pengendalian bersama atas Perseroan dan entitas anak memiliki pengaruh signifikan atas personel manajemen kunci Perseroan dan entitas anak.

Negara Republik Indonesia melalui Pemerintah Republik Indonesia menjadi pemegang saham tunggal Perseroan. Dengan demikian, entitas yang merupakan Pihak-pihak yang Berelasi bagi Perseroan adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi secara signifikan oleh Pemerintah, yaitu Badan Usaha Milik Negara (BUMN) dan anak usahanya.

Di samping itu, Dewan Komisaris dan Direksi sebagai manajemen kunci juga menjadi pihak berelasi bagi Perseroan.

Nama Pihak Bertransaksi dan Sifat Hubungan Afiliasi

Tabel di bawah ini mengungkapkan Pihak-pihak yang Berelasi dan sifat hubungan serta sifat transaksi untuk periode tahun buku 2020.

Definition of Related Parties

Related parties are individuals or entities having relation with the Company and its subsidiaries, which can be identified as follows:

- Person or next of kin who:
  a. Having control or joint control over the Company and its subsidiaries;
  b. Has significant influence over the Company and its subsidiaries; or
  c. Is a key management personnel of the Company and its subsidiaries.
- An entity that meets one of the following conditions:
  a. The Entity and the Company and its subsidiaries are members of the same business group; is an associate entity;
  b. A post-employment benefit plan for employee benefits from the Company and its subsidiaries, or other entities related to the Company and its subsidiaries;
  c. Controlled or jointly controlled by the person (individual) identified in the first item;
  d. Individuals identified as having control or joint control over the Company and its subsidiaries, and have significant influence over the key management personnel of the Company and its subsidiaries.

The Republic of Indonesia through the Government of the Republic of Indonesia is the sole shareholder of the Company. Thus, entities that are Related Parties to the Company are entities that are controlled, jointly controlled, or significantly influenced by the Government, namely State-Owned Enterprises (BUMN) and their subsidiaries.

In addition, the Board of Commissioners and the Board of Directors as key management are also related parties for the Company.

Name of the Transactional Party and the Nature of Relationship with the Affiliates

The table below discloses the Related Parties and the nature of the relationship as well as the nature of the transactions for the 2020 financial year period.

Pengungkapan Pihak Berelasi
Disclosure of Related Parties

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
Pemerintah Republik Indonesia Government of the Republic of Indonesia	Pemegang Saham Utama Main Shareholder	Kepemilikan obligasi Bonds ownership
PT Bank Rakyat Indonesia (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Bank Mandiri (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits

Pengungkapan Pihak Berelasi
Disclosure of Related Parties

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
PT Bank Negara Indonesia (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Bank Tabungan Negara (Persero) Tbk dan unit syariahnya	Badan Usaha Milik Negara State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Bank Syariah Mandiri	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Bank BRI Syariah	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Bank BNI Syariah	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Kas dan kas pada bank, deposito wajib dan berjangka Cash and cash in banks, statutory and time deposits
PT Reasuransi Nasional Indonesia	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, komisi reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance commissions, reinsurance premiums
PT Reasuransi Indonesia Utama (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, komisi reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance commissions, reinsurance premiums
PT Tugu Reasuransi Indonesia	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, komisi reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance commissions, reinsurance premiums
PT Asuransi Asei Indonesia	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Piutang reasuransi, utang reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance premiums
PT Tugu Kresna Pratama	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance premiums
PT Asuransi Kredit Indonesia (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, komisi reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance commissions, reinsurance premiums
PT Asuransi Bangun Askrida	Badan Usaha Milik Daerah Regional-Owned Enterprise	Piutang reasuransi, utang klaim, utang reasuransi, klaim reasuransi, premi reasuransi Due from resinsurers, claim payables,due to insurers, reinsurance claims, reinsurance premiums
PT Tugu Pratama Indonesia	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Piutang reasuransi, utang reasuransi, klaim reasuransi, premi reasuransi Due from resinsurers, due to insurers, reinsurance claims, reinsurance premiums

Pengungkapan Pihak Berelasi
Disclosure of Related Parties

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
PT Asuransi Jasa Indonesia (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim, utang reasuransi, klaim bruto, beban akuisisi dan komisi, premi reasuransi Claim payables, due to insurers, gross claims, acquisition costs and commission expenses, reinsurance premiums
PT Pegadaian (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim, klaim bruto, beban akuisisi dan komisi Claim payables, gross claims, acquisition costs and commission expenses
PT Pelabuhan Indonesia IV (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim, klaim bruto Claim payables, gross claims
PT Angkasa Pura I (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim Claim payables
PT ASDP Indonesia Ferry (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim, klaim bruto, beban akuisisi dan komisi Claim payables, gross claims, acquisition costs and commission expenses
PT Taspen (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Utang klaim Claim payables
PT Asuransi Jiwasraya (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Akrual dan utang lain-lain Accrued expenses and other payables
PT Garuda Indonesia (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Akrual dan utang lain-lain, beban akuisisi dan komisi Accrued expenses and other payables, acquisition costs and commission expenses
PT Merpati Nusantara Airlines	Badan Usaha Milik Negara State-Owned Enterprise	Akrual dan utang lain-lain, beban akuisisi dan komisi Accrued expenses and other payables, acquisition costs and commission expenses
PT Citilink Indonesia	Entitas anak BUMN Subsidiary of State-Owned Enterprise	Akrual dan utang lain-lain, beban akuisisi dan komisi Accrued expenses and other payables, acquisition costs and commission expenses
PT Wijaya Karya (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Klaim bruto Gross claims
PT Waskita Karya (Persero) Tbk	Badan Usaha Milik Negara State-Owned Enterprise	Klaim bruto Gross claims
Dana Pensiun Jasa Raharja	Afiliasi Affiliates	Akrual dan utang lain-lain Accrued expenses and other payables
PT Aru Raharja	Afiliasi Affiliates	Akrual dan utang lain-lain Accrued expenses and other payables
PT Kereta Api Indonesia (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Beban akuisisi dan komisi Acquisition costs and commission expenses
PT Pelayaran Nasional Indonesia (Persero)	Badan Usaha Milik Negara State-Owned Enterprise	Beban akuisisi dan komisi Acquisition costs and commission expenses
Perum DAMRI	Badan Usaha Milik Negara State-Owned Enterprise	Klaim bruto, beban akuisisi dan komisi Gross claims, acquisition costs and commission expenses
PT Asuransi Bhakti Bhayangkara	Badan Usaha Milik Daerah Regional-Owned Enterprise	Premi reasuransi Reinsurance premiums

Alasan Dilakukannya Transaksi Pihak Berelasi dan Kewajaran Transaksi

Transaksi dengan Pihak Berelasi oleh Perseroan sebagian besar dilakukan dalam rangka penempatan instrumen Aset investasi, yang telah menjadi bagian dari strategi pengembangan pendanaan yang didapatkan Perseroan dari Iuran Wajib (Undang-Undang No. 33 Tahun 1964) dan Sumbangan Wajib (Undang-Undang No. 34 Tahun 1964).

Kewajaran seluruh transaksi yang dilakukan Perseroan dengan Pihak-pihak Berelasi telah diungkapkan pada laporan keuangan, dan telah sesuai dengan standar PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi". Seperti halnya transaksi dengan pihak ketiga, transaksi Perseroan dengan Pihak Berelasi khususnya terkait penempatan Aset investasi dilakukan dengan memperhitungkan faktor fundamental dari masing-masing pihak.

Reasons for Transactions with Related Parties and Transaction Fairness

Transactions with Related Parties by the Company are mostly made in the framework of placement of investment asset instruments, which have become part of the Company funding development strategy to obtain Compulsory Premium (Law No.33 Year 1964) and Compulsory Contributions (Law No.34 Year 1964).

Fairness of all transactions conducted by the Company with Related Parties have been disclosed in the financial statements and is in conformity with PSAK 7 (revised 2014) standard concerning "Disclosure of Related Parties". As for transactions with third parties, transactions of the Company with Related Parties particularly concerning placement of investment assets conducted after taking into account the fundamental factors of each issuer.

Realisasi Nilai Saldo dan Transaksi Pihak Berelasi

Realization of Balance Amount and Transaction with Related Parties

Realisasi Saldo dan Transaksi Pihak Berelasi pada Periode Tahun Buku 2019 dan 2020
Realization of Balance and Transaction with Related Parties for 2020 and 2019 Fiscal Year

Saldo Pihak Berelasi dalam Aset The Balance of Related Parties Transactions in Assets	**2020**		**2019**		**Kenaikan (Penurunan)** Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	**Persentase dari Jumlah Aset (%)** Related Parties Transactions in Assets (%)	**Jumlah (Rp-juta)** Total (IDR-million)	**Persentase dari Jumlah Aset (%)** Related Parties Transactions in Assets (%)	**Nominal (Rp-juta)** (IDR-million)	**Persentase** Percentage (%)
	(1)		**(2)**		**(3=1-2)**	**(3/2)**
Kas dan kas pada bank Cash and cash in banks	271.079	1,57%	207.052	1,22%	64.027	30,92%
Deposito wajib dan berjangka Statutory and time deposits	2.534.472	14,64%	2.560.900	15,13%	(26.428)	-1,03%
Saham Shares	918.761	5,31%	908.638	5,37%	10.123	1,11%
Obligasi Bonds	4.717.931	27,26%	5.746.217	33,95%	(1.028.286)	-17,90%
Medium Term Notes	345.518	2,00%	275.194	1,63%	70.324	25,55%
Efek beragun aset Asset Backed Securities	18.000	0,10%	25.044	0,15%	(7.044)	-28,13%
Dana investasi infrastruktur Infrastructure investment fund	45.045	0,26%	50.000	0,30%	(4.955)	-9,91%
Piutang premi Premium receivables	154.622	0,89%	164.469	0,97%	(9.847)	-5,99%

Realisasi Saldo dan Transaksi Pihak Berelasi pada Periode Tahun Buku 2019 dan 2020
Realization of Balance and Transaction with Related Parties for 2020 and 2019 Fiscal Year

Saldo Pihak Berelasi dalam Aset The Balance of Related Parties Transactions in Assets	**2020**		**2019**		**Kenaikan (Penurunan)** Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	**Persentase dari Jumlah Aset (%)** Related Parties Transactions in Assets (%)	**Jumlah (Rp-juta)** Total (IDR-million)	**Persentase dari Jumlah Aset (%)** Related Parties Transactions in Assets (%)	**Nominal (Rp-juta)** (IDR-million)	**Persentase** Percentage (%)
	(1)		**(2)**		**(3=1-2)**	**(3/2)**
Piutang Reasuransi Due From Reinsurers	86.412	0,50%	78.610	0,46%	7.802	9,92%
Piutang Hasil Investasi Investment Income Receivables	48.057	0,28%	44.048	0,26%	4.009	9,10%
Piutang Lainnya Other Receivables	2.036	0,01%	2.036	0,01%	-	-
Total Aset dari Pihak-pihak Berelasi Total Assets of Related Parties	9.144.979	52,83%	10.067.493	59,48%	(922.514)	-9,16%
Total Aset Total Assets	17.309.567		16.927.196		382.371	2,26%

Total Aset dari Pihak-Pihak Berelasi di tahun 2020 sebesar Rp9,14 triliun, mengalami penurunan 9,16% atau setara dengan Rp922,51 miliar jika dibandingkan tahun 2019 yang sebesar Rp10,07 triliun. Penurunan ini terutama disebabkan menurunnya penempatan investasi obligasi pada pihak berelasi, khususnya terdapat beberapa obligasi yang jatuh tempo di tahun 2020.

Total Assets from Related Parties in 2020 amounted to IDR9.14 trillion, ora decrease of 9.16%, or equivalent to IDR922.51 billion when compared to 2019's number, which was IDR10.07 trillion. This decrease was mainly due to a decrease in bond investment placements with related parties. In particular, there were several bonds maturing in 2020.

Saldo Pihak Berelasi dalam Liabilitas The Balance of Related Parties Transactions in Liabilities	**2020**		**2019**		**Kenaikan (Penurunan)** Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	**Persentase dari Jumlah Liabilitas (%)** Related Parties Transactions in Liabilities (%)	**Jumlah (Rp-juta)** Total (IDR-million)	**Persentase dari Jumlah Liabilitas (%)** Related Parties Transactions in Liabilities (%)	**Nominal (Rp-juta)** (IDR-million)	**Persentase (%)** Percentage (%)
	(1)		**(2)**		**(3=1-2)**	**(3/2)**
Utang Klaim Claim Payables	3.081	0,05%	7.701	0,14%	(4.620)	-59,99%
Utang Reasuransi Due to Insurers	71.685	1,25%	114.363	2,08%	(42.678)	-37,32%
Akrual dan Utang Lain-Lain Accrued Expenses and Other Payables	8.607	0,15%	6.381	0,12%	2.226	34,88%
Total Liabilitas dari Pihak-pihak Berelasi Total Liabilities of Related Parties	83.373	1,45%	128.445	2,33%	(45.072)	-35,09%
Total Liabilitas ***Total Liabilities***	**5.746.803**		**5.507.166**		**239.637**	**4,35%**

Total Liabilitas dari Pihak-Pihak Berelasi di tahun 2020 sebesar Rp83,37 miliar, mengalami penurunan 35,09% atau setara dengan Rp45,07 miliar jika dibandingkan tahun 2019 yang sebesar Rp128,45 miliar. Penurunan ini disebabkan karena adanya penurunan utang klaim pihak berelasi karena semakin cepat dan tepat dalam pembayaran santunan dan penurunan utang reasuransi karena pembayaran sesuai perjanjian yang disepakati.

Total Liabilities from Related Parties in 2020 amounted to IDR83.37 billion, or decreased by 35.09%, or equivalent to IDR45.07 billion when compared to 2019's number, which was IDR128.45 billion. This decrease was due to a decrease in claims payable to related parties due to the faster and more accurate payment of compensation and a decrease in due to reinsurers as a result of payments according to the agreed agreement.

Transaksi Pihak Berelasi dalam Pendapatan The Balance of Related Parties Transactions in Revenue	**2020**		**2019**		**Kenaikan (Penurunan)** Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	**Persentase dari Jumlah Pendapatan (%)** Related Parties Transactions in Revenue (%)	**Jumlah (Rp-juta)** Total (IDR-million)	**Persentase dari Jumlah Pendapatan (%)** Related Parties Transactions in Revenue (%)	**Nominal (Rp-juta)** (IDR-million)	**Persentase (%)** Percentage (%)
	(1)		**(2)**		**(3=1-2)**	**(3/2)**
Premi Bruto Gross Premium	529.122	8,42%	369.928	5,29%	159.194	43,03%
Pendapatan Investasi Investment Income						
Deposito Wajib dan Berjangka Statutory and Time Deposits	135.352	2,15%	153.756	2,20%	(18.404)	-11,97%
Saham Shares	2.141	0,03%	46.531	0,67%	(44.390)	-95,40%
Obligasi Bonds	212.908	3,39%	247.378	3,54%	(34.470)	-13,93%
Klaim Reasuransi Reinsurance Claims	233.286	3,71%	170.277	2,43%	63.009	37,00%
Komisi Reasuransi Reinsurance Commissions	151.098	2,41%	189.535	2,71%	(38.437)	-20,28%
Total Pendapatan dari Pihak-Pihak Berelasi Total Revenue from Related Parties	1.263.907	20,12%	1.177.405	16,83%	86.502	7,35%
Total Pendapatan ***Total Revenue***	**6.282.507**		**6.997.101**		**(714.594)**	**-10,21%**

Total pendapatan dari Pihak-Pihak Berelasi di tahun 2020 sebesar Rp1,26 triliun, mengalami kenaikan 7,35% atau setara dengan Rp86,50 miliar jika dibandingkan tahun 2019 yang sebesar Rp1,18 triliun. Kenaikan ini disebabkan adanya peningkatan premi bruto dari pihak berelasi dan penerimaan atas klaim reasuransi dari reasuradur.

Total revenue from Related Parties in 2020 was IDR1.26 trillion, which was an increase of 7.35% or equivalent to IDR86.50 billion when compared to 2019's number, which was IDR1.18 trillion. This increase was due to an increase in gross premiums from related parties and income from reinsurance claims from reinsurers.

Transaksi Pihak Berelasi dalam Beban The Balance of Related Parties Transactions in Expenses	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (IDR-million)	Persentase dari Jumlah Beban (%) Related Parties Transactions in Expenses (%)	Jumlah (Rp-juta) Total (IDR-million)	Persentase dari Jumlah Beban (%) Related Parties Transactions in Expenses (%)	Nominal (Rp-juta) (IDR-million)	Persentase (%) Percentage (%)
	(1)		(2)		(3=1-2)	(3/2)
Klaim Bruto Gross Claims	218.121	4,92%	57.411	1,13%	160.710	279,93%
Beban Akuisisi aan Komisi Acquisition Costs and Commission Expenses	46.142	1,04%	62.508	1,23%	(16.366)	-26,18%
Premi Reasuransi Reinsurance Premiums	461.203	10,41%	600.052	11,78%	(138.849)	-23,14%
Total Beban dari Pihak-pihak Berelasi Total Expenses of Related Parties	725.466	16,37%	719.971	14,14%	5.495	0,76%
Total Beban ***Total Expenses***	**4.430.589**		**5.092.096**		**(661.507)**	**-12,99%**

Total Beban dari Pihak-Pihak Berelasi di tahun 2020 sebesar Rp725,47 miliar, mengalami kenaikan 0,76% atau setara dengan Rp5,50 miliar jika dibandingkan tahun 2019 yang sebesar Rp719,97 miliar. Peningkatan ini disebabkan karena peningkatan atas klaim bruto dari pihak ketiga.

Jumlah kompensasi yang dibayar atau dicadangkan untuk Dewan Komisaris dan Direksi Grup adalah masing-masing sebesar Rp58.553 juta dan Rp56.701 juta untuk tahun yang berakhir 31 Desember 2020 dan 2019. Iuran asuransi purna jabatan untuk Direksi dan Komisaris Perusahaan untuk tahun yang berakhir 31 Desember 2020 dan 2019 masing-masing berjumlah Rp3.846 juta dan Rp4.805 juta.

Kebijakan Perusahaan Terkait Mekanisme *Review* atas Transaksi

Mekanisme *review* Perseroan 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".

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 Perseroan tahun 2020 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan.

Total Expenses from Related Parties in 2020 amounted to IDR725.47 billion, or an increase of 0.76% or equivalent to IDR5.50 billion when compared to 2019's number, which was IDR719.97 billion. This increase was due to an increase in gross claims from third parties.

The amount of compensation paid or reserved for the Company's Board of Commissioners and Directors amounted to IDR58,553 million and IDR56,701 million, respectively for the years ended December 31, 2020 and 2019. While the total post-employment insurance premiums for the Board of Directors and the Board of Commissioners for the years ended December 31, 2020 and 2019 amounted to IDR3.846 billion and IDR4.805 billion, respectively.

The Company's Policy on the Review Mechanism for Transactions

The Company's review mechanism for transactions with Related Parties is carried out through an audit process, especially an audit that has been carried out by a public accountant and made public, where this mechanism is contained in PSAK 7 (revised 2014) concerning "Disclosure of Related Parties".

Compliance with Relevant Regulations and Provisions

The fulfillment of relevant regulations and provisions, namely Financial Accounting Standards (SAK) in Indonesia, is carried out through PSAK 7 (2014 revision) "Disclosure on Related Parties" in the 2020 Company's financial statements audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners.

Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi

Seperti telah disampaikan secara rinci pada Tinjauan Operasi per Segmen Usaha, Perseroan mengalami penurunan pendapatan yang disebabkan pandemi COVID-19, khususnya pada penerimaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ). Namun demikian, Perseroan mampu melakukan sejumlah strategi tepat seperti efisiensi dan perumusan Revisi RKAP tahun 2020 dengan berdasarkan pada *stress test* dan pemantauan potensi risiko hingga akhir tahun 2020.

Selain itu, terdapat beberapa perubahan kebijakan akuntansi seperti PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa" yang akan dijelaskan secara lebih rinci pada bagian selanjutnya dalam bab ini.

Financial Information Containing Extraordinary And Significant Events

As stated in detail in the Operational Review per Business Segment, the Company experienced a decrease in revenue due to the COVID-19 pandemic, especially in receipt of Compulsory Premium (IW) and Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ). However, the Company was able to perform a number of appropriate strategies such as efficiency measures and formulation of RKAP 2020 Revision based on stress tests and monitoring of potential risks until the end of 2020.

In addition, there were several changes in accounting policies such as SFAS 71 "Financial Instruments" and SFAS 73 "Leases" which will be explained in more detail in the next section of this chapter.

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan Terhadap Perusahaan

Beberapa peraturan dan perundang-undangan yang muncul di tahun 2020 dan berpengaruh signifikan terhadap Perseroan dapat dilihat di bawah ini.

Changes In Laws And Regulations Having Significant Impact To The Company

Some of the laws and regulations that emerged in 2020 and have a significant impact on the Company can be seen below.

Undang-undang No. 10 Tahun 2020 tanggal 26 Oktober 2020 tentang Bea Meterai
Law No. 10 of 2020 dated October 26, 2020 regarding Stamp Duty

Penjelasan atas Peraturan dan/atau Perundang-Undangan yang Diberlakukan Explanation of Implemented Regulations and/or Legislation	:	Terdapat beberapa perubahan dalam UU Bea Meterai yang baru, di antaranya yaitu: 1. Dokumen elektronik juga termasuk sebagai dokumen yang dapat dikenakan bea meterai dengan meterai elektronik. 2. Batas nominal untuk dokumen yang menyatakan jumlah diubah menjadi sebesar Rp5.000.000,- 3. Tarif Bea Meterai ditetapkan menjadi Rp10.000,- Untuk meterai tempel yang dicetak berdasarkan UU No. 13 Tahun 1985 tentang Bea Meterai (UU Bea Meterai lama) dan peraturan pelaksanaannya yang masih tersisa, masih dapat digunakan sampai dengan jangka waktu 1 (satu) tahun setelah Undang-Undang Bea Meterai yang baru ini berlaku dengan nilai total meterai tempel yang dibubuhkan pada dokumen paling sedikit Rp9.000,- There are several changes in the new Stamp Duty Law, including: 1. Electronic documents are also included as documents that can be subject to stamp duty with electronic seals. 2. The nominal limit for documents stating the amount is changed to IDR5,000,000,- 3. The Stamp Duty Tariff is set to IDR10,000,- Physical stamp duties printed based on Law no. 13 of 1985 concerning the Stamp Duty (old Stamp Duty Law) and the remaining implementing regulations, can still be used for a period of 1 (one) year after the new Stamp Duty Law takes effect with the total value of the stamp duty affixed to the document of at least IDR9,000,-

Undang-undang No. 10 Tahun 2020 tanggal 26 Oktober 2020 tentang Bea Meterai Law No. 10 of 2020 dated October 26, 2020 regarding Stamp Duty		
Dampak Terhadap Perusahaan Impact on The Company	:	Perubahan Undang-undang Bea Meterai ini tidak berpengaruh secara signifikan terhadap kegiatan operasional Perseroan karena perubahan ini lebih bersifat administratif. Untuk menindaklanjuti terbitnya UU Bea Meterai yang baru, Perseroan mengeluarkan Surat Edaran kepada seluruh Unit Kerja yang ada di Kantor Pusat dan Kantor Cabang untuk melakukan penyesuaian. This amendment to the Stamp Duty Law does not significantly affect the Company's operational activities because this change is of an administrative nature. To follow up the issuance of the new Stamp Duty Law, the Company issued a Circular Letter to all Work Units in the Head Office and Branch Offices to make adjustments.

Undang-Undang No. 11 Tahun 2020 tanggal 2 November 2020 tentang Cipta Kerja (UUCK) Law No. 11 of 2020 dated November 2, 2020, concerning Job Creation ("Omnibus Law"/UUCK)		
Penjelasan atas Peraturan dan/atau Perundang-Undangan yang Diberlakukan Explanation of Implemented Regulations and/or Legislation	:	Terdapat sepuluh ruang lingkup yang mengatur kebijakan strategis Cipta Kerja sebagaimana dimaksud dalam Pasal 4 UUCK. Salah satu di antaranya yang perlu menjadi perhatian Perusahaan yaitu mengenai lingkup Ketenagakerjaan pada Bab IV Bagian Kedua Pasal 81. UUCK tidak menghapus semua ketentuan yang terdapat dalam UU No. 13 Tahun 2003 tentang Ketenagakerjaan, UU No. 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional, UU No. 24 Tahun 2011 tentang BPJS, UU No. 18 Tahun 2017 tentang Perlindungan Pekerja Migran. Hukum Ketenagakerjaan yang diatur dalam UUCK merubah secara signifikan ketentuan UU Ketenagakerjaan sebelumnya, khususnya mengenai PKWT, Pengakhiran Hubungan Kerja, Jangka Waktu Kerja, Pengupahan, Perubahan Nilai Jumlah Uang Pesangon, Perusahaan Alih Daya, dan Penambahan ketentuan salah satunya adanya uang kompensasi. Beberapa ketentuan ketenagakerjaan yang diatur dalam UUCK diatur lebih lanjut secara rinci dalam Peraturan Pemerintah. There are ten scopes which regulate the strategic policy of Job Creation as referred to in Article 4 of the Omnibus Law. One of them that needs to be considered by the Company is regarding the scope of Manpower in Chapter IV Part Two Article 81. Omnibus Law does not abolish all the provisions contained in Law no. 13 of 2003 concerning Manpower, Law no. 40 of 2004 concerning the National Social Security System, Law no. 24 of 2011 concerning BPJS, Law no. 18 of 2017 concerning the Protection of Migrant Workers. The Manpower Law as regulated in the Omnibus Law significantly changes the provisions of the previous Manpower Law, particularly regarding Fixed-term Employment Agreement, Termination of Employment, Term of Work, Wages, Changes in the Value of Severance Pay, Outsourcing Companies, and the addition of provisions, one of which is compensation. Several labor provisions regulated in the Omnibus Law are further regulated in detail in a Government Regulation.
Dampak Terhadap Perusahaan Impact on The Company	:	Dengan terbitnya UUCK beserta peraturan pelaksananya, Perseroan perlu melakukan segala penyesuaian terhadap ketentuan internal yang berkaitan dengan kepegawaian yang mengalami perubahan, salah satunya mengenai Pemutusan Hubungan Kerja. Selain itu Perseroan perlu memperhatikan perubahan ketentuan dalam UUCK mengenai Perjanjian Kerja Waktu Tertentu (PKWT) di mana beberapa tahun sebelumnya Perusahaan pernah menerapkan skema penerimaan pegawai dengan PKWT. With the issuance of the Omnibus Law and its implementing regulations, the Company needs to make all adjustments to the internal provisions relating to personnel that has undergone changes, one of which is regarding Termination of Employment. In addition, the Company needs to consider the changes in the provisions of the Omnibus Law regarding Fixed Time Employment Agreement (PKWT) in which several years previously the Company had implemented an employee recruitment scheme with PKWT.

Peraturan Pemerintah No. 20 Tahun 2020 tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia
Government Regulation No. 20 of 2020 concerning the Additional Capital Participation of the Republic of Indonesia into the Share Capital of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia

Penjelasan atas Peraturan dan/atau Perundang-Undangan yang Diberlakukan Explanation of Implemented Regulations and/or Legislation	:	Penambahan penyertaan modal Negara kepada Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia pada Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, dan Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia. Dengan pengalihan saham Seri B, Negara melakukan kontrol terhadap empat perusahaan tersebut di atas melalui kepemilikan saham Seri A dwi warna dengan kewenangan yang diatur dalam Anggaran Dasar. Penambahan penyertaan modal negara tersebut mengakibatkan: • status Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, dan Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia berubah menjadi perseroan terbatas yang tunduk sepenuhnya pada Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas. • Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia menjadi Pemegang Saham PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Asuransi Kerugian Jasa Raharja, dan PT Jaminan Kredit Indonesia. The additional capital participation of the Republic of Indonesia to the Company (Persero) PT Bahana Pembinaan Usaha Indonesia comes from the transfer of all B Series shares owned by the Republic of Indonesia to PT Asuransi Kredit Indonesia, (Persero), PT Asuransi Jasa Indonesia (Persero), PT Asuransi Kerugian Jasa Raharja (Persero), and PT Jaminan Kredit Indonesia (Persero). With the transfer of B Series shares, the State exercises control over the four companies mentioned above through ownership of A Series shares with the authority regulated in the Articles of Association. The additional capital participation of the Republic of Indonesia resulted in: • The status of a Limited Liability Company (Persero) PT Asuransi Kredit Indonesia, a Limited Liability Company (Persero) PT Asuransi Jasa Indonesia, a Limited Liability Company (Persero) Asuransi Kerugian Jasa Raharja, and a Limited Liability Company (Persero) PT Jaminan Kredit Indonesia changed to a limited liability company that fully complies with Law no. 40 of 2007 concerning Limited Liability Companies. • The Company (Persero) PT Bahana Pembinaan Usaha Indonesia became the Shareholder of PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Asuransi Kerugian Jasa Raharja, and PT Jaminan Kredit Indonesia.

Peraturan Pemerintah No. 20 Tahun 2020 tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia Government Regulation No. 20 of 2020 concerning the Additional Capital Participation of the Republic of Indonesia into the Share Capital of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia	
Dampak Terhadap Perusahaan Impact on The Company	: Terbitnya PP ini memiliki dampak yang signifikan bagi Perseroan karena: • Saat ini Perseroan tergabung dalam *Holding* Perasuransian dan Penjaminan yang menginduk pada Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia; • Terjadi perubahan status Perseroan yang tadinya berbentuk Persero menjadi non Persero yang sepenuhnya tunduk pada Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Namun demikian, dengan perubahan status Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja menjadi PT Asuransi Kerugian Jasa Raharja, maka: • Perseroan tetap menjalankan penugasan sebagaimana diamanatkan dalam UU No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan Uandang-Undang No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan, beserta peraturan pelaksanaannya; • Perseroan tetap merupakan badan usaha yang melaksanakan penyelenggaraan pengelolaan atas Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan dan Dana Pertanggungan Wajib Kecelakaan Penumpang dalam Sistem Administrasi Manunggal Satu Atap; • Perseroan melakukan pemisahan pembukuan penugasan; dan • Penggunaan laba untuk dividen Perseroan ditetapkan oleh RUPS dengan ketentuan Pemegang Saham Pengendali mendapat persetujuan terlebih dahulu dari Menteri Keuangan untuk setiap tahun buku. The issuance of this Government Regulation has a significant impact on the Company because: • Currently, the Company is incorporated in the Insurance and Guarantee Holding which is the parent company of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia; • There has been a change in the status of the Company which was previously a Persero to a non-Persero which is fully subject to Law no. 40 of 2007 concerning Limited Liability Companies. However, with the change in the status of the Limited Liability Company (Persero) PT Asuransi Jasa Raharja to PT Asuransi Jasa Raharja: • The Company continues to carry out assignments as mandated in Law no. 33 of 1964 concerning the Passenger Accident Compulsory Insurance Fund and Law no. 34 of 1964 concerning the Road Traffic Accident Fund, along with its implementing regulations; • The Company remains a business entity which conducts the management of the Compulsory Contributions for Road Traffic Accident Funds and the Passenger Accident Compulsory Insurance Fund in a One-Stop Administration System; • The Company separates the assignment bookkeeping; and • The use of profits for the Company's dividends is determined by the GMS provided that the Controlling Shareholders obtain prior approval from the Minister of Finance for each fiscal year.

Peraturan Otoritas Jasa Keuangan No. 44/POJK.05/2020 tanggal 28 Agustus 2020 tentang Penerapan Manajemen Risiko bagi Lembaga Jasa Keuangan Non Bank Regulation of the Financial Services Authority No. 44/POJK.05/2020 dated August 28, 2020, concerning the Implementation of Risk Management for Non-Bank Financial Services Institutions		
Penjelasan atas Peraturan dan/atau Perundang-Undangan yang Diberlakukan Explanation of Implemented Regulations and/or Legislation	:	Peraturan OJK No. 44/2020 mencabut Peraturan OJK No. 1/POJK.05/2015 tentang Penerapan Manajemen Risiko Bagi Lembaga Jasa Keuangan Non-Bank. Lembaga Jasa Keuangan Non Bank (LJKNB) wajib menerapkan Manajemen Risiko secara efektif yang disesuaikan dengan tujuan, kebijakan usaha ukuran , dan kompleksitas usaha LJKNB. Berdasarkan Peraturan OJK No. 44/2020, terdapat perubahan jenis-jenis risiko yang seluruhnya menjadi terdiri dari risiko strategis, risiko operasional, risiko asuransi, risiko kredit, risiko pasar, risiko likuiditas, risiko hukum, risiko kepatuhan, dan risiko reputasi. Selain itu, Peraturan OJK No. 44/2020 juga mengamanatkan kewajiban pembentukan Komite Manajemen Risiko untuk pelaksanaan proses dan sistem Manajemen Risiko yang efektif. Regulation of the Financial Services Authority No. 44/2020 revoked Regulation of the Financial Services Authority No. 1/POJK.05/2015 concerning Implementation of Risk Management for Non-Bank Financial Services Institutions. Non-Bank Financial Services Institutions (NBFIs) are required to implement effective Risk Management in accordance with the objectives, business size policies, and business complexity of the NBFIs. Based on Regulation of the Financial Services Authority No. 44/2020, there is a change in the types of risks which consist of strategic risk, operational risk, insurance risk, credit risk, market risk, liquidity risk, legal risk, compliance risk, and reputation risk. In addition, Regulation of the Financial Services Authority No. 44/2020 also mandates the obligation to establish a Risk Management Committee for the implementation of an effective Risk Management process and system.
Dampak Terhadap Perusahaan Impact on The Company	:	Terbitnya Peraturan OJK cukup berdampak pada penerapan manajemen risiko di Perseroan. Perseroan telah melakukan penyesuaian terhadap penerapan Manajemen Risiko sebagaimana yang diatur dalam Peraturan OJK No. 44/2020 dan telah dibentuk Komite Manajemen Risiko berdasarkan Keputusan Direksi No. KEP/220/2020 tanggal 21 Oktober 2020 tentang Komite Manajemen Risiko. The issuance of Regulation of the Financial Services Authority has quite an impact on the implementation of risk management in the Company. The Company has made adjustments to the implementation of Risk Management as regulated in Regulation of the Financial Services Authority No. 44/2020 and a Risk Management Committee has been established based on the Decree of the Board of Directors No. KEP/220/2020 dated October 21, 2020, regarding the Risk Management Committee.

Peraturan Komisi Pemberantasan Korupsi No. 02 Tahun 2020 tanggal 4 Juni 2020 tentang Perubahan atas Peraturan Komisi Pemberantasan Korupsi No. 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara Corruption Eradication Commission Regulation No. 02 of 2020 dated June 4, 2020, concerning Amendments to the Corruption Eradication Commission Regulation No. 07 of 2016 concerning Procedures for Registration, Announcement, and Investigation of State Official Assets		
Penjelasan atas Peraturan dan/atau Perundang-Undangan yang Diberlakukan Explanation of Implemented Regulations and/or Legislation	:	Terdapat beberapa ketentuan yang mengalami perubahan yang perlu diperhatikan dalam Peraturan Komisi Pemberantasan Korupsi No. 02 Tahun 2020, yaitu: • Tidak perlu lagi melampirkan bukti pendukung berupa salinan dokumen yang menerangkan kepemilikan Harta Kekayaan pada lembaga keuangan. • Tanda Terima LHKPN • Alur Proses Verifikasi. There are several provisions in the Corruption Eradication Commission Regulation No. 02 of 2020, that have undergone changes which need to be considered, namely: • It is no longer necessary to attach supporting evidence in the form of a copy of the document explaining the ownership of assets in a financial institution. • LHKPN Receipt • Verification Process Flow.

Peraturan Komisi Pemberantasan Korupsi No. 02 Tahun 2020 tanggal 4 Juni 2020 tentang Perubahan atas Peraturan Komisi Pemberantasan Korupsi No. 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara

Corruption Eradication Commission Regulation No. 02 of 2020 dated June 4, 2020, concerning Amendments to the Corruption Eradication Commission Regulation No. 07 of 2016 concerning Procedures for Registration, Announcement, and Investigation of State Official Assets

Dampak Terhadap Perusahaan Impact on The Company	:	Peraturan Komisi Pemberantasan Korupsi No. 02 Tahun 2020 dinilai cukup ketat dibandigkan dengan Peraturan Komisi Pemberantasan Korupsi No. 07 Tahun 2016. Namun demikian Peraturan Komisi Pemberantasan Korupsi No. 02 Tahun 2020 tidak berdampak signifikan terhadap kinerja Perseroan, peraturan ini lebih berdampak terhadap para Wajib Lapor yang harus menyesuaikan pelaporan Harta Kekayaannya dengan mekanisme yang baru. Corruption Eradication Commission Regulation No. 02 of 2020 is considered to be more strict compared to the Corruption Eradication Commission Regulation No. 07 of 2016. However, the Corruption Eradication Commission Regulation No. 02 of 2020 does not have a significant impact on the Company's performance. This regulation has more of an impact on the Reporting Obligations since they must adjust the reporting of their Assets with the new mechanism.

Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perusahaan

Berikut ini adalah standar akuntansi keuangan dan perubahan standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2020 tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Perseroan dan entitas anak dan tidak memiliki dampak yang material terhadap laporan keuangan konsolidasian di tahun berjalan atau tahun sebelumnya:

- PSAK 71 "Instrumen Keuangan";
- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan";
- PSAK 73 "Sewa";
- Amandemen PSAK 1 "Penyajian Laporan Keuangan";
- Amandemen PSAK 15 "Investasi pada Entitas asosiasi dan Ventura Bersama";
- Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan";
- Amandemen PSAK 62 "Kontrak Asuransi";
- Amendemen PSAK 71, Amendemen PSAK 55 dan Amendemen PSAK 60 tentang "Reformasi Acuan Suku Bunga";
- Amandemen PSAK 102 "Akuntansi Murabahah";
- Amandemen PSAK 73 "Sewa" tentang konsesi sewa terkait COVID-19;
- ISAK 35 "Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba";
- ISAK 36 "Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa";
- Penyesuaian tahunan 2020 terhadap Kerangka Konseptual 2019;
- ISAK 101 "Pengakuan Pendapatan Murabahah Tanggung tanpa Risiko Signifikan Terkait Kepemilikan Persediaan";
- ISAK 102 "Penurunan Nilai Piutang Murabahah";
- PPSAK 13: Pencabutan PSAK 45: Pelaporan Keuangan Entitas; dan

Changes In Accounting Policy And Its Impact To The Company

The following are financial accounting standards and changes to financial accounting standards that have been effective since January 1, 2020. It did not result in any substantial changes to the Company's and subsidiaries' accounting policies and did not have a material impact on the current or previous year's consolidated financial statements:

- PSAK 71 "Financial instruments";
- PSAK 72 "Revenue from contracts with customers";
- PSAK 73 "Leases";
- Amendment to PSAK 1 "Presentation of financial statements",
- Amendment to PSAK 15 "Investments in associatesand joint ventures";
- Amendment to PSAK 25 "Accounting policies, changes in accounting estimates and errors",
- Amendment to PSAK 62 "Insurance Contracts Apply",
- Amendment to PSAK 71, Amendment to PSAK 55, and Amendment to PSAK 60 concerning "Reform of Interest Rate Reference",
- Amendment to PSAK 102 on "Murabahah accounting",
- Amendment to PSAK 73 "Leases" regarding lease concessions related to COVID-19
- ISAK 35 "Presentation of financial statements of nonprofit oriented entities
- ISAK 36 "Interpretation of Interaction between Provisions Regarding Land Rights in PSAK 16: Fixed Assets and PSAK 73: Leases";
- 2020 annual adjustments to the 2019 Conceptual Framework
- ISAK 101 "Revenue Recognition on Deferred Murabahah without Significant Risk Related to Inventories Ownership"
- ISAK 102 "Impairment of murabahah receivables";
- PPSAK 13: Revocation of PSAK 45: Financial Reporting of Entities; and

- Penyesuaian tahunan 2019 terhadap PSAK 1 "Penyajian Laporan Keuangan" dan PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan".

Berikut disampaikan penerapan standar akuntansi keuangan dan perubahan standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2020 yang menghasilkan perubahan substansial terhadap kebijakan akuntansi Perseroan dan entitas anak dan memiliki dampak yang material terhadap laporan keuangan konsolidasian di tahun berjalan atau tahun sebelumnya.

- 2019 annual adjustments to PSAK 1 "Presentation of Financial Statements" and PSAK 25 "Accounting Policies, Changes in Accounting Estimates, and Errors".

The following describes the implementation of financial accounting standards and changes in financial accounting standards that have been effective since January 1, 2020 which resulted in substantial changes to the accounting policies of the Company and its subsidiaries and had a material impact on the consolidated financial statements in the current or the previous year.

PSAK 71 "Instrumen Keuangan"
PSAK 71 "Financial instruments"

Perusahaan dan entitas anak telah menerapkan pengecualian sementara dari PSAK 71 (*deferral approach*) sampai dengan 1 Januari 2025 karena memenuhi kriteria tertentu seperti tertuang di dalam standar. PSAK 71 akan diterapkan oleh Perusahaan dan entitas anak bersamaan dengan penerapan PSAK 74 "Kontrak Asuransi" di masa yang akan datang.

The Company and its subsidiaries have implemented temporary exceptions from PSAK 71 (deferral approach) until January 1, 2025 because they meet certain criteria as stated in the standard. PSAK 71 will be implemented by the Company and its subsidiaries along with the implementation of PSAK 74 "Insurance Contracts" in the future.

PSAK 73 "Sewa"
PSAK 73 "Leases"

Sehubungan dengan penerapan PSAK 73, Perusahaan dan entitas anak sebagai pihak penyewa mengakui aset hak-guna dan liabilitas sewa terkait dengan sewa yang sebelumnya diklasifikasikan sebagai "sewa operasi" berdasarkan prinsip PSAK 30: "Sewa", kecuali atas sewa jangka pendek.

Liabilitas sewa diukur pada nilai kini dari sisa pembayaran sewa, yang didiskontokan berdasarkan kurva suku bunga aktual *risk free rate* pada tanggal 1 Januari 2020. Dalam menentukan suku bunga, Perusahaan dan entitas anak juga mempertimbangkan faktor seperti jangka waktu sewa. Aset hak-guna diukur pada jumlah yang sama dengan liabilitas sewa, disesuaikan dengan jumlah pembayaran dimuka.

Sesuai dengan persyaratan transisi pada PSAK 73, Perusahaan dan entitas anak memilih penerapan secara prospektif dengan dampak kumulatif pada awal penerapan diakui pada tanggal 1 Januari 2020 dan tidak menyajikan kembali informasi komparatif. Perusahaan dan entitas anak telah membukukan akumulasi beban depresiasi atas aset hak-guna dan beban bunga atas liabilitas sewa pada "beban umum dan administrasi".

In relation to the adoption of PSAK 73, the Company and its subsidiaries as lessees recognize right-of-use assets and lease liabilities related to leases previously classified as "operating leases" under PSAK 30: "Leases" principles, except for short-term leases.

Lease liabilities are measured at the present value of the remaining lease payments, discounted based on the actual risk free rate curve as of January 1, 2020. In determining the interest rate, the Company and its subsidiaries also consider factors such as the term of the lease. Right-of-use assets are measured at the same amount as the lease liability, adjusted for the amount of the advance payment.

In accordance with the transitional requirements in PSAK 73, the Company and its subsidiaries choose the application prospectively with the cumulative effect at the beginning of application being recognized on January 1, 2020 and not restating comparative information. The Company and its subsidiaries have recorded accumulated depreciation expense on right-of-use assets and interest expense on lease liabilities under "general and administrative expenses".

TINGKAT KESEHATAN PERUSAHAAN

THE COMPANY'S HEALTH/SOUNDNESS LEVEL

Perseroan memiliki pengukuran Tingkat Kesehatan Perusahaan sesuai Surat Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN dengan indikator penilaiannya didasarkan pada Surat Keputusan Menteri Keuangan No. 826/KMK.013/1992 tentang Peningkatan Efisiensi dan Produktivitas Badan Usaha Milik Negara. Penggunaan indikator penilaian berdasarkan Surat Keputusan Menteri Keuangan No. 826/KMK.013/1992 tersebut sesuai dengan pasal 8 dari Keputusan Menteri Negara BUMN No. KEP-100/MBU/2002 yang menyebutkan bahwa indikator penilaian dari kelompok BUMN yang bergerak dalam bidang usaha jasa keuangan dalam menilai aspek keuangan, operasional, dan administrasi Perseroan tersebut ditetapkan dengan Keputusan Menteri Negara BUMN tersendiri.

The Company has a measurement of the level of Company Health in accordance with the Decree of the Minister of SOEs No. KEP-100/MBU/2002 dated June 4, 2002 concerning Assessment of Health/Soundness Level with its assessment indicators based on the Decree of the Minister of Finance No. 826/KMK.013/1992 concerning Increased Efficiency and Productivity of State-Owned Enterprises. The use of assessment indicators based on the Decree of the Minister of Finance No. 826/KMK.013/1992 according to Article 8 of the Decree of the Minister of SOEs No. KEP-100/MBU/2002, which states that the assessment indicators of the SOEs group engaged in the financial services business, on the Company's financial, operational and administrative aspects shall be determined by a separate Decree of the Minister of SOEs.

Kinerja diukur dengan menggunakan dasar pengukuran yang ditetapkan dalam Peraturan Menteri BUMN No. PER-10/MBU/2014 tanggal 25 Juli 2014 tentang Indikator Penilaian Tingkat Kesehatan Badan Usaha Milik Negara Jasa Keuangan Bidang Usaha Perasuransian dan Jasa Penjaminan. Di samping itu, sebagai perusahaan asuransi kerugian, evaluasi kinerja Perseroan juga memperhatikan Peraturan OJK No. 71/POJK.05/2016 tanggal 23 Desember 2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi.

Performance is measured using a measurement basis stipulated in the Regulation of the Minister of SOEs No. PER- 10/MBU/2014 dated July 25, 2014 concerning Indicators of Health/Soundness Level Assessment of Financial Services State-Owned Enterprises in the Field of Insurance and Guarantee Services Business. In addition, as a loss insurance company, the Company's performance evaluation also takes into account the Regulation of Financial Services Auhtority (OJK) No. 71/POJK.05/2016 dated December 23, 2016 concerning Financial Health/Soundness of Insurance Companies and Reinsurance Companies.

Berikut perhitungan tingkat kesehatan Perseroan untuk tahun 2020 berdasarkan PER-10/MBU/2014.

The following is the calculation of the Company's health/soundness level for 2020 based on PER-10/MBU/2014.

Tingkat Kesehatan Perusahaan Tahun 2020
The Company's 2020 Health/Soundness Level

No.	Aspek Penilaian Assessment Aspects	Formula		Tahun 2020 Year 2020	
				Realisasi Realization	Skor Score
I.	**Aspek Keuangan (35%)** Financial Aspects (35%)				
1	ROE (6%) *(Return on Equity)*	Laba Setelah Pajak / Profit After Tax Rata-Rata Total Ekuitas / Average Total Equity	1.508.898.393.085 11.491.398.142.135	13,13	2,00
2	ROA (6%) *(Return on aset)*	Laba Sebelum Pajak / Profit Before Income Tax Rata-Rata Total Aset / Average Total Assets	1.852.348.098.554 17.118.383.289.906	10,82	2,00
3	LIKUIDITAS (10%) LIQUIDITY (10%)	Aset Lancar / Current Assets Kewajiban Lancar / Current Liability	12.749.820.511.553 5.323.939.435.386	230,48	10,00
4	RBC (16%) *(Risk Base Capital)*	Kekayaan yang diperkenankan – Jumlah Kewajiban Allowed Assets – Total Liabilities Batas Tingkat Solvabilitas Minimum Lowest Solvency Target Level		610,47	15,00
Sub Total Aspek Keuangan ***Financial Aspect Subtotal***					**39,00**

Tingkat Kesehatan Perusahaan Tahun 2020
The Company's 2020 Health/Soundness Level

No.	Aspek Penilaian Assessment Aspects	Formula		Tahun 2020 Year 2020	
				Realisasi Realization	Skor Score
II.	**Aspek Operasional (50%)** Operational Aspect (50%)				
1	RKI (10%) (Rasio Kecukupan Investasi) CAR (10%) (Capital Adequacy Ratio)	Jumlah Investasi / Total Investment Cad. Teknis + Utang Klaim / Technical Reserve + Claims Payable	14.174.137.580.633 4.434.257.134.164	319,65	10,00
2	YOI (10%) Asumsi BI 7-*Days repo Rate* 19-12-2019; 5,00 YOI (10%) Assumption of BI 7-Days repo Rate 12-19-2019; 5.00	Hasil Investasi / Investment Results Rata-Rata Total Investasi / Average Total Investment	848.941.772.726 14.021.830.614.314	6,05	8,00
3	Expense Rasio (10%) Expense Ratio (10%)	Biaya Usaha (*Non Underwriting*) Business Expenses (Non Underwriting) Pendapatan premi bruto Gross premium income	1.092.280.310.352 5.385.063.216.537	20,28	6,00
4	Pertumbuhan Premi (5%) Premium Growth (5%)	Premi Bruto (n) – Premi Bruto (n-1) Gross Premium (n) – Gross Premium (n-1) Premi Bruto (n-1) Gross Premium (n-1)	(729.911.841.127) 6.114.975.057.664	(11,94)	-
5	*Underwriting Yield* (5%)	Hasil *Underwriting* Bersih Net Underwriting Results Premi Bruto Gross Premium	2.273.775.471.221 5.385.063.216.537	42,22	5,00
6	Percepatan Penyelesaian Klaim Expedited Claims Settlement				
	• 4 hari setelah tanggal kecelakaan (5%) • 4 days after the date of the accident (5%)	Tanggal Pembayaran – Tanggal Kecelakaan Payment Date – Accident Date		1,60	5,00
	• 1 Jam sejak tanggal pengajuan (5%) • 1 Hour from filing date (5%)	Tanggal Pembayaran – Tanggal Pengajuan Payment Date – Filing Date		0,32	5,00
Sub Total Aspek Operasional ***Operational Aspect Subtotal***					38,00
III.	**Aspek Administratif (15%)** Administrative Aspect (15%)				
1	Laporan perhitungan tahunan (3%) Annual calculation report (3%)	Sesuai dengan ketentuan KMK 15 Februari In accordance with the provisions of the KMK of February 15		3,00	3,00
2	Rancangan RKAP (3%) RKAP Draft (3%)	Sesuai dengan ketentuan tanggal 31 Oktober In accordance with the provisions of October 31		2,00	3,00

Tingkat Kesehatan Perusahaan Tahun 2020
The Company's 2020 Health/Soundness Level

No.	Aspek Penilaian Assessment Aspects	Formula		Tahun 2020 Year 2020	
				Realisasi Realization	Skor Score
3	Laporan Periodik (3%) Periodic Report (3%)	Sesuai dengan ketentuan 1 bulan berikutnya In accordance with the provisions of the next 1 month		-	3,00
4	PKBL (6%) Partnership and Community Development Program (6%)				
	a. Efektivitas Penyaluran PK (3%) a. Effectiveness of Partnership Program Distribution (3%)	Jumlah dana yang disalurkan / Amount of funds disbursed Jumlah dana yang tersedia / Amount of available funds		96,36	3,00
	b. Tingkat kolektabilitas Pinjaman (3%) b. Loan collectability rate (3%)	Rata-rata tertimbang kolektibilitas pinjaman / Weighted average loan collectibility Jumlah pinjaman yang disalurkan / Amount of loans disbursed		54,42	2,00
Sub Total Aspek Administratif ***Administrative Aspect Subtotal***					**14,00**
Total Skor Total Score					**82,00**
Tingkat Kesehatan Health/Soundness Level				**SEHAT** HEALTH	**AA**

Berdasarkan Peraturan OJK No. 71/POJK.05/2016 tanggal 23 Desember 2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi, tingkat kesehatan suatu perusahaan asuransi dilihat dari pencapaian batas tingkat solvabilitas, di mana berdasarkan peraturan tersebut target tingkat solvabilitas paling rendah 120%. Penilaian atas aset dan kewajiban dalam menentukan Batas Tingkat Solvabilitas Minimum (BTSM) atau Modal Minimum Berbasis Risiko (MMBR) menggunakan penilaian yang diatur oleh Peraturan Menteri Keuangan di atas. Rasio pencapaian solvabilitas Perseroan per 31 Desember 2020 adalah sebesar 610,47% sesuai laporan Perseroan kepada Otoritas Jasa Keuangan, sedangkan rasio pencapaian solvabilitas per 31 Desember 2019 yaitu sebesar 580,27%.

Based on Regulation of Financial Services Authority (OJK) No. 71/POJK.05/2016 dated December 23, 2016 concerning Financial Health/Soundness of Insurance Companies and Reinsurance Companies, the level of health of an insurance company can be seen from the achievement of solvency level limit, which based on the regulation the lowest solvency target level is 120%. Valuation of assets and liabilities in determining the Minimum Solvency Level (BTSM) or Risk Based Minimum Capital (MMBR) uses an assessment regulated by the Regulation of Minister of Finance as abovementioned. As of December 31, 2019, the Company's solvency ratio achievement amounted to 610.47% according to the Company's report to the Financial Services Authority, while as of December 31, 2019, it was 580.27%.

INFORMASI KELANGSUNGAN USAHA

INFORMATION ON BUSINESS CONTINUITY

Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan di Tahun 2020

Sebagaimana telah dijelaskan pada bagian "Pencapaian Target Tahun 2020" dalam bab ini, manajemen telah memperhitungkan pandemi COVID-19 sebagai peristiwa yang berpengaruh signifikan terhadap kelangsungan usaha Perseroan di tahun 2020. Pandemi COVID-19 telah meluluhlantakkan berbagai proyeksi perekonomian tahun 2020 yang telah disusun di akhir tahun 2019 maupun awal tahun 2020. Dengan kondisi perekonomian yang mengalami penurunan akibat berhentinya roda perekonomian, hal ini tentu berimbas ke berbagai sektor industri, termasuk pada pendapatan dari Perseroan baik pendapatan dari penerimaan Iuran Wajib (IW) dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) maupun penerimaan investasi, serta pendapatan dari entitas anak.

Dengan amanat menjaga keseimbangan kepentingan antara aspirasi terkait nilai tambah laba dengan pemenuhan amanat penyerahan santunan kepada korban kecelakaan, penurunan pendapatan ini tentu menjadi sesuatu yang diperhatikan oleh manajemen.

Assessment* Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan di Tahun 2020, serta Asumsi yang Digunakan Manajemen dalam Melakukan *Assessment

Manajemen melakukan Revisi RKAP tahun 2020 pada semester II tahun 2020 dengan mengacu kepada Surat Kementerian BUMN No. S-46/Wk2.MBU/06/2020 tanggal 4 Juni 2020 tentang Perubahan RKAP 2020 BUMN Binaan Wakil Menteri BUMN II dan Surat Direksi PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 tanggal 25 Juni 2020 tentang Perubahan RKAP 2020 Anak Perusahaan PT Bahana Pembinaan Usaha Indonesia (Persero). Dalam melakukan Revisi RKAP tahun 2020 tersebut, manajemen menyusun berbagai asumsi berdasarkan fakta dan data di lapangan, sebagai berikut:

- Tingkat pertumbuhan kendaraan baru berada dalam kisaran 43%. Hal ini akibat daya beli masyarakat yang turun akibat banyaknya gelombang PHK dan tekanan pertumbuhan hampir di semua industri kecuali industri farmasi dan alat kesehatan yang tumbuh justru *double digit*.
- Tingkat pertumbuhan kendaraan daftar ulang yang tertekan cukup dalam yakni 5,86%.

Potential Factors with Significant Influence concerning the Company's Business Continuity in 2020

As explained in the section "2020 Target Achievement" in this chapter, the Company's management has considered the COVID-19 pandemic as an event that has a significant impact on the Company's business sustainability in 2020. The COVID-19 pandemic has disrupted various economic projections for 2020 that have been compiled in the end of 2019 and the beginning of 2020. With economic conditions experiencing a decline due to the cessation of the wheels of the economy, this certainly has an impact on various industrial sectors, including the Company revenue from Compulsory Premium (IW) and Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ), investment income, as well as revenue from subsidiaries.

With the mandate to maintain a balance of interests between aspirations related to the added value of profits with the fulfillment of the mandate to disburse compensation to accident victims, this decline in revenue is certainly something which management considers.

The Management's Assessment on Factors with Significant Potential Influence towards the Company's Business Continuity in 2020 and Assumptions Used by the Management in Conducting Assessments

The Company's management revised the 2020 RKAP in the second semester of 2020 by referring to the Letter of the Ministry of SOEs No. S-46/Wk2.MBU/06/2020 dated June 4, 2020, regarding the Amendment to the 2020 RKAP of SOEs Assisted by the Deputy Minister of SOEs II and Letter of the Board of Directors of PT Bahana Pembinaan Usaha Indonesia (Persero) No. 240/DIRUT/BPUI/VI/2020 dated June 25, 2020 regarding the Amendment to the 2020 RKAP of the Subsidiary of PT Bahana Pembinaan Usaha Indonesia (Persero). In conducting the 2020 RKAP revision, the management made the following assumptions based on facts and data in the field:

- The growth rate of new vehicles is in the range of 43%. This is due to the declining purchasing power of the people due to the many layoffs and the pressure of growth in almost all industries except the pharmaceutical and medical device industries, which grew in double digits.
- The growth rate of vehicles re-registration was quite significantly stunted, namely 5.86%.

- Penerimaan IWKBU mendapat tekanan kuat dengan adanya pembatasan penumpang angkutan umum dan pelarangan angkutan umum beroperasi di Idulfitri 2020 sehingga korporasi mangasumsikan pertumbuhan angkutan darat sebesar 66,00%.
- Tingkat pertumbuhan angkutan udara berada pada kisaran 80% karena adanya pembatasan penerbangan pesawat udara dan protokol kesehatan.
- Tingkat pertumbuhan penumpang angkutan kereta api dan angkutan kapal laut atau penyeberangan sebesar 70% karena adanya kebijakan dari Kementerian Perhubungan dan protokol kesehatan.

Protokol kesehatan dan *physical distancing* serta *social distancing* cukup menekan tajam pendapatan *underwriting*, tetapi tidak dengan *claim ratio*. Tingkat kecelakaan turun tapi lebih lambat dibanding dengan penurunan pendapatan *underwriting*. Pada Revisi RKAP tahun 2020 data laka diasumsikan pada angka 17,50% sampai dengan 20%. Data laka perlu disampaikan karena hal ini sangat mempengaruhi biaya *underwriting* sebagai korporasi yang bergerak dalam industri asuransi.

Berdasarkan poin-poin di atas, serta berbagai pemetaan potensi risiko yang dapat terjadi hingga akhir tahun 2020, manajemen mengambil langkah untuk melakukan Revisi RKAP tahun 2020.

- Revenue from IWKBU is under strong pressure due to restrictions on public transport passengers and a ban on public transport operating on Eid al-Fitr 2020 so that the corporates assume land transportation growth of 66.00%.
- The growth rate of air transport is in the range of 80% due to restrictions on aircraft flights and health protocols.
- The growth rate of passengers on rail transports and ships or ferry transportation is assumed to reach 70% due to policies from the Ministry of Transportation and health protocols.

Health protocols and physical distancing as well as social distancing are enough to significantly reduce underwriting revenue, but not with a claim ratio. The accident rate fell but slower than the decline in underwriting revenue. In the 2020 RKAP revision, accident data is assumed to be at 17.50% to 20%. The LAKA data needs to be submitted since this greatly affects underwriting expenses as a corporation engaged in the insurance industry.

Based on the points above, as well as various mappings of potential risks that could occur until the end of 2020, the management decided to revise the 2020 RKAP.

PETA JALAN USAHA: RENCANA JANGKA PANJANG

BUSINESS ROAD MAP: LONG-TERM PLAN

Perseroan menyusun RJPP Periode 2020-2024 sebagai langkah-langkah yang sistematis dalam membangun dan mengembangkan potensi serta keunggulan kompetitifnya. Berikut disampaikan inisiatif strategis dan pengembangan yang akan dilakukan untuk periode 2020-2024.

The Company prepares 2020-2024 Long-Term Plan as systematic steps in building and developing its potential and competitive advantage. The Company shall implement the following strategic initiatives and developments for 2020-2024 period.

9. Inisiatif Strategis
9. Strategic Initiatives

Inisiatif Strategis Yang Akan Dilakukan Oleh PT Jasa Raharja Diejawantahkan Dalam Program Kerja Strategis Yang Menjadi Prioritas Perusahaan Dalam Lima Tahun Mendatang

The Strategic Initiatives To Be impelemented By PT Jasa Raharja Are Embodied In A Strategic Work Program Which Will Become The Company's Priority In The Next Five Years

2020

Toward Excellent Human Capital

- Implementasi *Talent Management*
- *Knowledge Management*
- Implementasi *Big Data* untuk Pengendalian Biaya Rawatan dan Strategi Pencegahan Kecelakaan
- Standardisasi Biaya Rawatan
- *Rejuvenate Corporate Culture*
- Ekstensifikasi penerimaan Iuran Wajib Angkutan Sewa Khusus (ASK) Secara Digital
- Pembangunan *Single ID Data* Kendaraan
- Toward Excellent Human Capital
- Talent Management Implementation
- Knowledge Management
- Implementation of Big Data for Treatment Cost Control and Accident Prevention Strategy
- Standardization of Treatment Costs
- Rejuvenate Corporate Culture
- Extensification of revenue from Special Rental Transportation Compulsory Premium (ASK) Digitally
- Development of Single ID Vehicle Data

2021

Driving Excellent Business Development

- Kolaborasi Sistem Pengutipan Iuran Wajib dan Sumbangan Wajib Secara Digital dengan Mitra Terkait
- Monetisasi Data Bidang Operasional
- Pembentukan Perusahaan Baru
- Digitalisasi Survei dan Verifikasi Berkas Santunan
- Pembangunan Gedung Diklat
- Collaboration of Digital Collection System of Compulsory Premium and Compulsory Contribution with Related Partners
- Operational Data Monetization
- New Company Establishment
- Digitization of Survey and Compensation File Verification
- Construction of the Education and Training Building

2022

Service and Operation Excellence

- Kajian Kenaikan Santunan dan Penyesuaian Iuran Wajib dan Sumbangan Wajib
- Pengembangan Sistem Analisis Pencegahan Kecelakaan
- Digitalisasi *Reimbursement* Biaya Perawatan
- Pembangunan Gedung Kantor Pusat
- Study on Compensation Increase and Adjustment of Compulsory Premium and Compulsory Contributions
- Development of Accident Prevention Analysis System
- Digitization of Treatment Fee Reimbursement
- Construction of Head Office Building

2023

Sharpening Stakeholder Engagement

- Pengusulan dan Pembahasan Kenaikan Santunan dan Penyesuaian Iuran Wajib dan Sumbangan Wajib Kepada *Stakeholders*
- *Road Traffic and Safety Data Center*
- Peningkatan Kualitas *Big Data Analytic* dan Integrasi Sistem dengan mitra kerja
- Integrasi HCM Induk dan Anak
- Proposal and Discussion on Compensation Increase and Adjustment of Compulsory Premium and Compulsory Contributions to Stakeholders
- Road Traffic and Safety Data Center
- Improved Quality of Big Data Analytics and System Integration with partners
- Parent Entities' and Subsidiaries' HCM Integration

2024

Valuing Collaborative Actions

- Implementasi Kenaikan Santunan dan Penyesuaian Iuran Wajib dan Sumbangan Wajib
- Kolaborasi dalam Pemanfaatan IoT untuk pencegahan kecelakaan lalu lintas
- Otomatisasi proses Penyelesaian Santunan
- Implementation of Compensation Increase and Adjustment of Compulsory Premium and Compulsory Contributions
- Collaboration in Utilizing IoT for traffic accident prevention
- Automation of Compensation Settlement process

FUNGSI PENUNJANG BISNIS

BUSINESS SUPPORT FUNCTION

Perkuatan dan peningkatan kualitas sumber daya manusia dan teknologi informasi merupakan bagian penting dalam proses transformasi yang dijalankan Perseroan.

Strengthening and improving the quality of human resources and information technology are important part of the transformation process conducted by the Company.

E-Procurement
HRIS
SIAP MOBILE
Survey
RAHADIAN
IPK
PKBL Online
Website

SUMBER DAYA MANUSIA
HUMAN CAPITAL

Jasa Raharja memandang bahwa *Human Capital* (HC) menjadi bagian yang tidak terpisahkan dalam pencapaian visi dan misi Perseroan. Keberhasilan untuk meraih target Perseroan, baik dalam pendek maupun jangka panjang, membutuhkan dukungan kompetensi pegawai yang mumpuni, sehingga berdampak positif pada kinerja Perseroan.

Karena itulah, Jasa Raharja melakukan pengelolaan pegawai secara baik yang dilakukan sejak dari rekrutmen. Selain itu, secara konsisten dan berkesinambungan meningkatkan kompetensi pegawai dengan mempertimbangkan Rencana Kerja dan Anggaran Perusahaan dan arah pengembangan bisnis Perseroan dalam jangka panjang. Dengan demikian, kebijakan yang diambil dapat selaras dengan kompetensi *Human Capital*.

Jasa Raharja considers Human Capital (HC) as an integral part in achieving the Company's vision and mission. Success in achieving the Company's targets, both in the short and long term, requires the support of qualified employee competencies, so that it has a positive impact on the Company's performance.

For this reason, Jasa Raharja has carried out good employee management which has been conducted since recruitment. In addition, the Company consistently and continuously improve employee competence by considering the Company's Work Plan and Budget and the direction of the Company's business development in the long term. Therefore, the policies taken can be in line with the competence of Human Capital.

ORGANISASI PENGELOLA SDM

Pengelolaan SDM di lingkungan Jasa Raharja dijalankan oleh Divisi *Human Capital* yang dipimpin kepala divisi dan bertanggung jawab kepada Direktur Sumber Daya Manusia dan Umum. Melalui Divisi *Human Capital*, Perseroan menyelenggarakan organisasi yang efektif dan efisien dengan memperhatikan beberapa faktor mulai dari perencanaan, rekrutmen, pengembangan kompetensi, sistem manajemen kinerja, desain jabatan dan karier, remunerasi dan *benefit*, analisa produktivitas serta hal terkait lainnya dengan *Human Capital*.

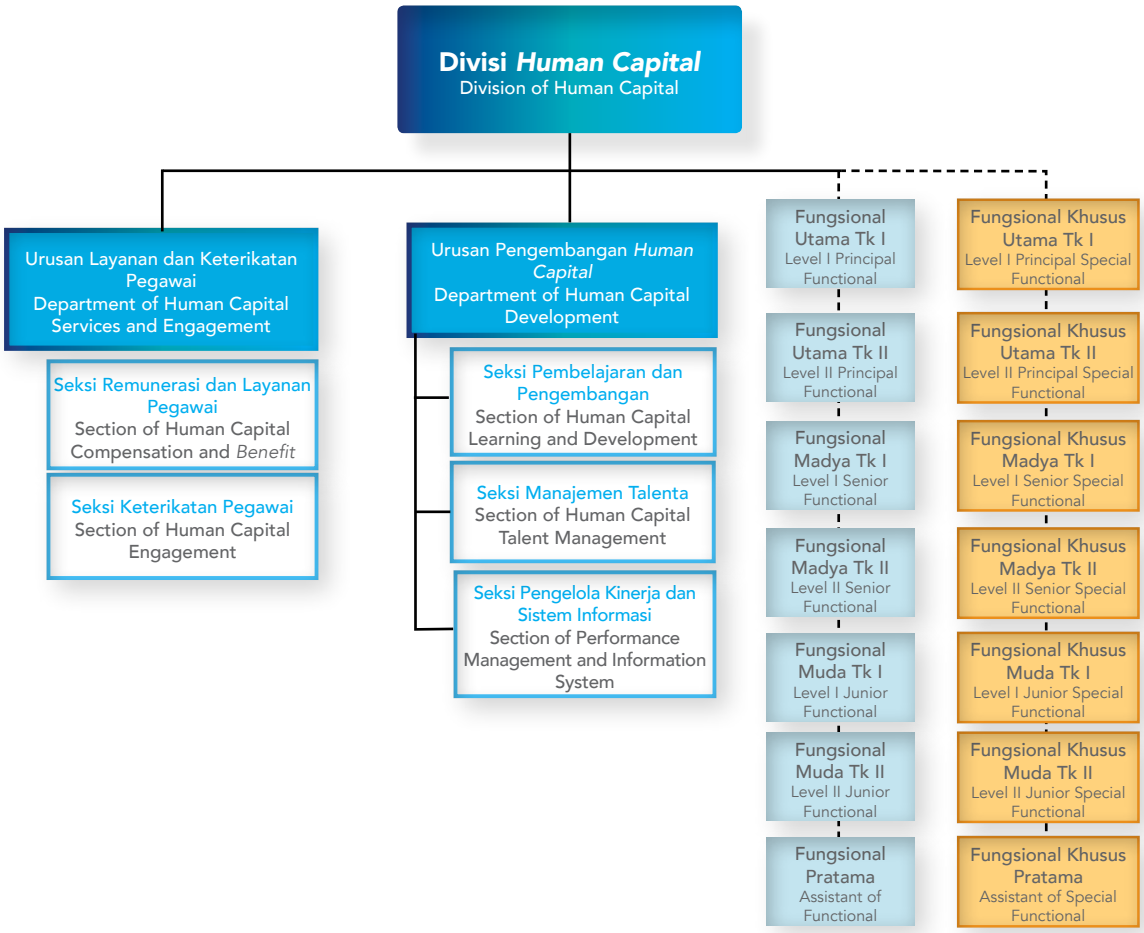
Divisi *Human Capital* dipimpin oleh Kepala Divisi *Human Capital* sebagaimana diatur dalam Keputusan Direksi No. KEP/299/2019 tanggal 27 Desember 2019 tentang Perubahan Kedua Atas Keputusan Direksi No. KEP/218/2018 tanggal 13 November 2018 Tentang Struktur Organisasi Perusahaan.

HR MANAGEMENT ORGANIZATION

HR management within Jasa Raharja is carried out by the Human Capital Division, which is led by the division head and is responsible to the Director of Human Resources and General Affairs. Through the Human Capital Division, the Company maintains an effective and efficient organization by taking into account several factors ranging from planning, recruitment, competency development, performance management system, job and career design, remuneration and benefits, productivity analysis and other matters related to Human Capital.

The Human Capital Division is led by the Head of the Human Capital Division as stipulated in the Decree of the Board of Directors No. KEP/299/2019 dated December 27, 2019 regarding the Second Amendment to the Decision of the Board of Directors No. KEP/218/2018 dated November 13, 2018 Regarding the Company's Organization Structure.

Struktur Organisasi Divisi *Human Capital*
Human Capital Division organization Structure



Tugas dan Tanggung Jawab

Dalam melaksanakan tugas dan tanggung jawab di bidang pengelolaan *Human Capital*, Divisi *Human Capital* menjalankan melalui dua Urusan yaitu Urusan Layanan dan Keterikatan Pegawai dan Urusan Pengembangan *Human Capital*.

Secara garis besar, Divisi *Human Capital* memiliki tanggung jawab untuk merencanakan, mengendalikan serta mengoordinasikan fungsi-fungsi di bidang Pengembangan *Human Capital* dan Bidang Administrasi Kepegawaian dengan menggunakan sumber daya yang ada secara profesional dalam upaya mencapai Tingkat Kepuasan Kerja dan Kejelasan Arah Karier Pegawai dengan ditunjang Sistem Administrasi Kepegawaian secara tepat dan berdaya guna.

Profil Kepala Divisi Sumber Daya Manusia dan Umum

Pada tahun 2020, Kepala Divisi *Human Capital* dijabat oleh DR. Ir. Sulistianingtias, MM, AAI-K,CRMP. Profil beliau dapat dilihat pada bagian Profil Pejabat Senior pada Bab Profil Perusahaan.

ROADMAP HUMAN CAPITAL

Agar pengelolaan dan pengembangan SDM dapat memberikan hasil sesuai dengan tujuan yang diharapkan, Perseroan telah menyusun *Roadmap Human Capital* yang disusun untuk periode 5 tahun, yaitu periode 2019-2023. *Roadmap Human Capital* berisikan program-program strategis yang dijalankan Jasa Raharja pada setiap tahun sesuai dengan tujuan yang diharapkan. Namun demikian, Perseroan tetap melakukan peninjauan secara berkala.

Program Prioritas Direktorat SDM dan Umum adalah sebagai berikut:

Duties and Responsibilities

In carrying out its duties and responsibilities in Human Capital management affairs, Human Capital Division has two Departments, namely Human Capital Services and Engagement Department and Human Capital Development Department.

In general, HC Division is responsible to plan, control, and coordinate the functions of HC Development and Employee Administration by utilizing the existing resources professionally in order to achieve Job Satisfaction Level and Employee Career Path Clarity supported by an effective and efficient Employee Administration System.

Profile of Head of Human Resources and General Affairs

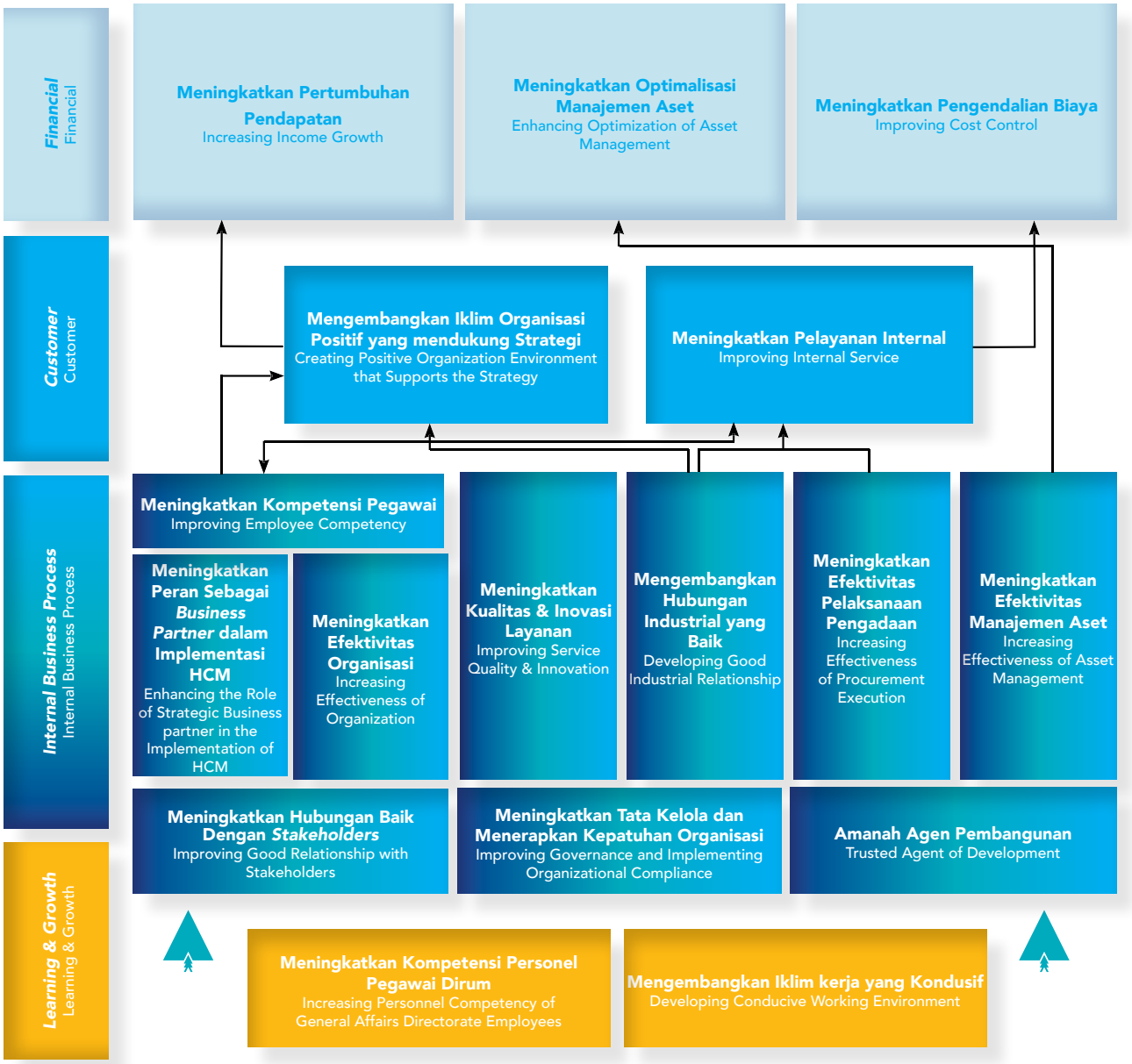
In 2020, the Human Capital Division Head was held by DR. Ir. Sulistianingtias, MM, AAI-K, CRMP. Her profile can be seen in the Profile of Senior Officers in the Company Profile Chapter.

HUMAN CAPITAL ROADMAP

For the management and development of HR to provide results in accordance with the expected goals, the Company has compiled a Human Capital Road Map which is prepared for a 5-year period, namely the 2019 – 2023 period. The Human Capital Road Map contains strategic programs that Jasa Raharja runs every year according to the expected goals. However, the Company still conducts periodic reviews.

The priority programs of the HR and General Directorate are as follows:

Program Prioritas Korporat Direktorat
Corporate Priority Program of the Direxorate



Berdasarkan bagan di atas, Program Prioritas Direktorat SDM dan Umum dapat dijabarkan sebagai berikut:

Based on the chart, Priority Programs of the Directorate of HR and General Affairs are described as follows:

2019	2020	2021	2022	2023
Being Digitally Integrated	***Toward Excellent Human Capital***	***Driving Excellent Business Development***	***Service and Operation Excellence***	***Creating Value Stakeholders Engagement***
1. Pengembangan HC Infrastruktur dan *Database* Pegawai 2. Implementasi 2 modul HCM terintegrasi dengan HRIS (*Learning* dan *Comben*) 3. Implementasi *e-Learning* 4. Implementasi *Employee Self Service* (ESS) 5. HC Audit 6. Implementasi Sistem manajemen Aset berbasis *barcode* 7. Implementasi aplikasi *inventory*	1. Perencanaan Pembangunan Gedung Kantor Pusat 2. Perencanaan/kajian dan pendirian Corpu berbasis *Virtual* (*Virtual Corporate University*) 3. Perencanaan dan implementasi ODP (*Officer Development Program*) 4. Implementasi Sistem Kompensasi berbasis kinerja dan kompetensi 5. *Paperless Procurement* 6. Penyusunan Rencana Pembangunan Kantor Pusat 7. Mewujudkan pedoman dan desain sistem pembelajaran mandiri melalui *knowledge management* 8. Mengidentifikasi skillset baru yang dibutuhkan perusahaan untuk mendukung *growth beyond the core business* 9. Implementasi Manajemen Talenta, Perencanaan Karier, dan suksesi berbasis kinerja dan kompetensi 10. Implementasi sistem kompensasi berbasis 3P (*Pay for Performance, Pay for Position, Pay for Person*)	1. Pembangunan gedung DIKLAT di Jl Martapura 2. Implementasi *Virtual* CorpU 3. Pengembangan Program ODP dan MDP 4. Menyusun pedoman dan Desain sistem pembelajaran Mandiri melalui *Knowledge Management* 5. Kajian *Return Of Training Investment* (ROTI) 6. Penyusunan Indikator Perilaku Kompetensi Inti & Kepemimpinan 7. *Salary Survey* 8. Penyusunan SPO *Human Capital*	1. Pembangunan Gedung Kantor Pusat 2. Penerapan HCM di seluruh anak perusahaan 3. Membentuk *center of excellence* 4. Pengembangan Sistem Cara Baru Bekerja (*New Normal*) 5. Program JR *Leadership Academy* 6. Melaksanakan *Digital Talent Program* 7. *Employer branding*	1. Integrasi HCM dengan seluruh anak perusahaan 2. Integrasi *Learning Program* seluruh anak perusahaan 3. *Implementation of HCM application, Virtual CORPU, and e-Performance*

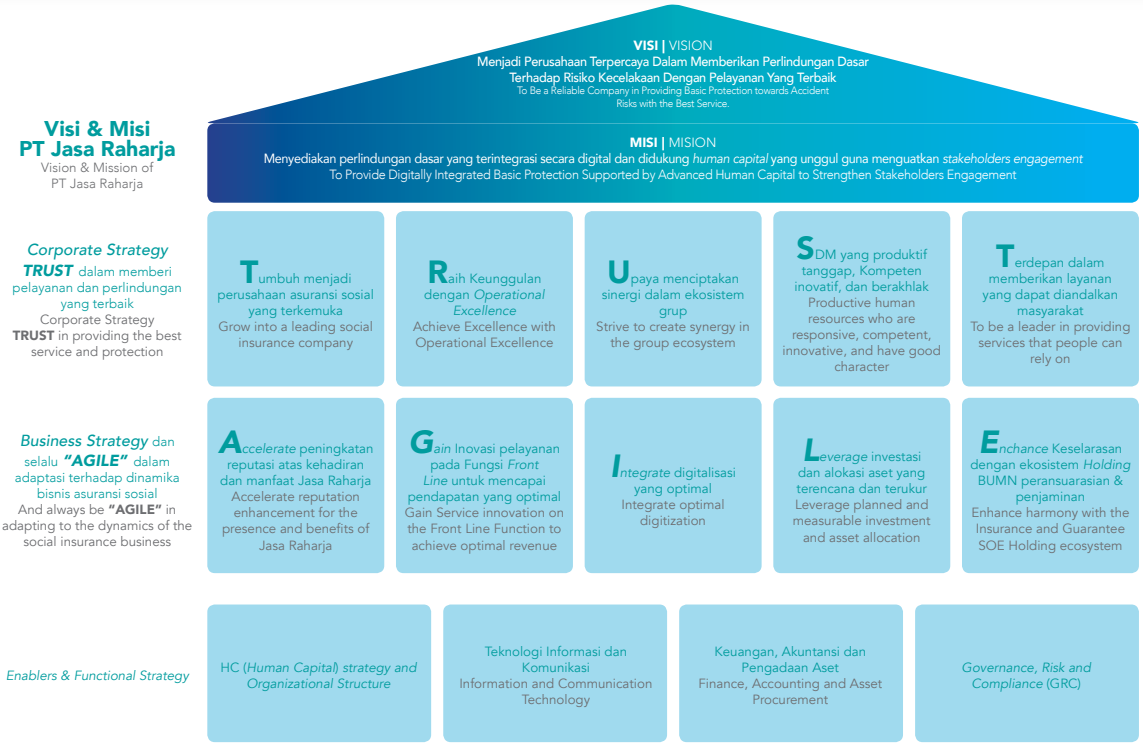
2019	2020	2021	2022	2023
1. Development of Infrastructure HC and Employee Database 2. Implementation of 2 HCM Modules integrated with HRIS (Learning and Compensation Benefit) 3. Implementation of e-Learning 4. Implementation of Employee Self Service (ESS) 5. HC Audit 6. Implementation of Barcode-based Asset Management System 7. Implementation of Inventory Application	1. Planning and Construction of Head Office Building 2. Planning/Study and Construction of Virtual-Based Corporate University 3. Planning and Implementation of ODP (Officer Development Program) 4. Realization of the guidelines and design of independent learning systems through knowledge management 5. Identification of new skillset that the company needs to support growth beyond the core business 6. Implementation of Talent Management, Career Planning, and competency-based succession 7. Implementation of a 3P-based compensation system (Pay for Performance, Pay for Position, Pay for Person) Development Program) 8. Implementation of Performance- and Competency-based Compensation System 9. Paperless Procurement 10. Preparation of Head Office Construction Plan	1. Construction of Education and Training Building in Jl. Martapura 2. Implementation of Virtual Corporate University 3. Development of ODP and MDP Program 4. Preparation of guidelines and design of independent learning systems through Knowledge Management 5. Review of Return Of Training Investment (ROTI) 6. Preparation of Core Competency & Leadership Behavior Indicators 7. Salary Survey 8. Preparation of SOP Human Capital	1. Construction of Head Office 2. Implementation of HCM across the subsidiary 3. Establishment of center of excellence 4. Development of New Way of Working System (New Normal) 5. JR Leadership Academy Program 6. Implementation of Digital Talent Program 7. Employer branding	1. Integration of HCM with all subsidiaries. 2. Integration of Learning Programs across all subsidiaries 3. Implementation of HCM application, Virtual CORPU, and e-Performance

PROGRAM STRATEGIS PENGELOLAAN SDM TAHUN 2020

Tahun 2020, untuk mewujudkan Jasa Raharja sebagai perusahaan TRUST-ed yang memberikan pelayanan prima kepada masyarakat, Perseroan menjalankan bisnis dengan AGILE, didukung oleh SDM dan inovasi berkelanjutan.

2020 HR MANAGEMENT STRATEGIC PROGRAMS

In 2020, to realize Jasa Raharja as a 'TRUST-ed company' which provides excellent service to the community, the Company conducted its business with AGILE principles which are supported by human resources and continuous innovation.



Implementasi strategi perusahaan untuk kurun waktu 2020-2024 tersebut, dibagi dalam 3 tahapan "TOP" *roadmap* sebagai berikut:

The implementation of the company's strategy for the 2020-2024 period is divided into 3 stages of the "TOP" roadmap as follows:

CURRENT STATE	TRANSFORM		OUTPERFORM		PERSEVERE
2015-2019	2020	2021	2022	2023	2024 dan seterusnya 2024 and beyond
• Masih terdapat praktik *slip* antara divisi dan proses bisnis masih manual • Potensi peningkatan *Brand Awareness* JR • *Big data* JR yang belum dioptimalisasi • Rencana peningkatan kompetensi dan kapabilitas SDM • Aset tetap yang idie • Kenaikan satuan namun tarif RW dan SW tidak mengalami penyesuaian (tarif lama)	Transformasi sumber daya manusia dan operasional yang berbasis digital serta terintegrasi • Pengembangan *Balance* serta menerapkan budaya terorientasi pada kinerja & nilai tambah • Pembaruan struktur organisasi • *Integrase system* IT serta optimalisasi penggunaan *big data* untuk ekosistem asuransi • Penyempurnaan IT *Security System* arsitektur *Cyber Security*, Arsitektur *Big Data Analystics* dan Intergrasi *Database* • Peningkatan fungsi JRku sebagai *frond-end* • Pengembangan & implementasi aplikasi CRM • Integrasi Strategi Investasi serta Implementasi *Direct Market Access* didukung dengan *Holding* • Kerja sama JR dengan Bank Mimbana • Branding JR diselaraskan dengan *Holding* Peransuransian • Kajian penyesuaian penetapan tarif (progresif)		Peningkatan *brand awareness* dan inovasi pelayanan yang optimal • Peningkatan sosialisasi keselamatan berkendara melalui pemasangan reklame, *naming rights* • Kerja sama dengan institusi pemerintah, layanan pemetaan *web* untuk penanganan dan pelaporan kecelakaan • Penyempurnaan *e-ticketing* transportasi umum melalui kerja sama dengan perbankan dan *fintech* • Layanan *pop-up* SAMSAT keliling dan samainas melalui aplikasi JRku Realisasi penyesuaian besaran santunan, serta penyesuaian penetapan taris (progresif) IW dan SW		Kesinambungan perlindungan dasar kepada masyarakat dan keberlanjutan kontribusi terhadap negara • Meningkatkan kepatuhan masyarakat dalam pembayaran pajak kendaraan bermotor melalui sosialisasi • Memperluas dan menjaga relasi dengan institusi pemerintah, pihak kepolisisan, dan operator transportasi umum • Evaluasi berkala atas manfaat santunan dan penyesuaian penetapan tarif (progresif)

CURRENT STATE	TRANSFORM		OUTPERFORM		PERSEVERE
2015-2019	2020	2021	2022	2023	2024 dan seterusnya 2024 and beyond
• There are still occurrences of slippage between divisions and the business process is still manual • There is a potential to increase JR's Brand Awareness • Unoptimized JR big data • There are plans to increase HR competence and capability • Idie fixed assets • There's an increase in units but the RW and SW rates are not adjusted (they are still using previous rates)	Digital-based and integrated human resource and operational transformation • Balance development and implementation of performance & added value culture-oriented • Organizational structure updates • Integration of IT systems and optimization of the use of big data for the insurance ecosystem • Improved Cyber Security architecture IT Security System, Big Data Analytics Architecture, and Database Integration • Improved JRku function as front-end • CRM application development & implementation • Integration of Investment Strategy and Implementation of Direct Market Access supported by Holding • Cooperation between JR and Bank Mimbana • JR branding aligned with Insurance Holding • Study on adjustment of tariff setting (progressive)		Increased brand awareness and optimum service innovation • Increased dissemination of driving safety through the installation of billboards and naming rights • Cooperate with government institutions, web mapping services for the handling and reporting of accidents • Improvement of public transportation e-ticketing through collaboration with banks and fintech • SAMSAT mobile and samainas pop-up services via the JRku app Realization of compensation amount adjustments, as well as adjustments to Compulsory Premium and Compulsory Contribution rate settings (progressive)		Continuity of basic protection to society and sustainable contribution to the state • Improving public compliance in paying motor vehicle taxes through proper dissemination • Expand and maintain relationships with government institutions, the police, and public transport operators • Periodic evaluation of the benefits of compensation and adjustment of tariff setting (progressive)
Pendapatan Premi Neto **Premium Income - Net**	**IDR4,872 miliar/billion**	**IDR5,234 miliar/billion**	**IDR5,932 miliar/billion**	**IDR6,792 miliar/billion**	**IDR7,670 miliar/billion**
Loss Ratio	**63,92%**	**67,34%**	**74,90%**	**77,76%**	**74,25 %**
Combined Ratio	**93,25%**	**97,65%**	**104,24%**	**106,07%**	**101, 34%**

MANAJEMEN SUMBER DAYA MANUSIA

Jasa Raharja menerapkan sistem yang menyeluruh dalam pengelolaan SDM, mulai dari perekrutan pegawai hingga masa purnabakti. Pengelolaan SDM tersebut juga dilengkapi dengan kesempatan peningkatan karier, remunerasi, hingga *benefit* untuk pegawai. Semua proses dan kebijakan tersebut diupayakan sesuai dengan peraturan yang berlaku dan kualitas pelaksanaannya terus ditingkatkan sehingga target terkait dengan SDM dapat tercapai.

Perencanaan dan Rekrutmen Pegawai

Perencanaan pegawai dan rekrutmen dilakukan sebagai upaya menunjang pertumbuhan Perseroan sesuai dengan kebutuhan pengembangan usaha. Terkait dengan hal itu, Perseroan mempertimbangkan berbagai hal, mulai dari arah pengembangan bisnis jangka panjang, produktivitas, kapasitas dan kapabilitas, serta kebutuhan pasar/industri.

Perencanaan tersebut dilakukan untuk kemudian ditindaklanjuti dengan rekrutmen, yang telah diklasifikasikan berdasarkan kebutuhan masing-masing divisi di Perseroan.

Perseroan melaksanakan rekrutmen pegawai dengan menjunjung tinggi prinsip keterbukaan, kewajaran dan kesetaraan. Proses rekrutmen didasarkan pada kebutuhan usaha, kualitas dan kompetensi yang dimiliki kandidat. Karena itu, Perseroan menerapkan strategi dan sistem rekrutmen dengan memastikan mendapatkan talenta-talenta

HUMAN RESOURCE MANAGEMENT

Jasa Raharja implements a comprehensive system in HR management, starting from employee recruitment to retirement. HR management is also equipped with career advancement opportunities, remuneration, and benefits for employees. All processes and policies are pursued in accordance with applicable regulations and the quality of their implementation is continuously improved so that targets related to HR can be achieved.

Employee Planning and Recruitment

Employee planning and recruitment are carried out as an effort to support the Company's growth in accordance with business development needs. In this regard, the Company considers various aspects, such as the direction of long-term business development, productivity, capacity and capability, as well as market/industry needs.

The planning is carried out to be followed up with recruitment, which has been classified based on the needs of each division in the Company.

The Company conducts employee recruitment by upholding the principles of openness, fairness and equality. The recruitment process is based on the business needs, qualities and competencies of the candidate. Therefore, the Company implements a recruitment strategy and system by ensuring that

terbaik sebagai aset *human capital*, baik melalui jalur internal maupun eksternal. Rekrutmen internal dilakukan untuk mengisi jabatan yang lowong di suatu unit kerja melalui proses promosi maupun rotasi pegawai. Perseroan memberikan kesempatan kepada pegawai agar dapat bekerja di unit kerja lainnya sebagai salah satu upaya untuk meningkatkan pengalaman maupun pengembangan karier sesuai dengan syarat dan kualifikasi yang dibutuhkan.

Program rekrutmen pegawai Jasa Raharja dilaksanakan secara terpusat melalui Divisi *Human Capital* yang pelaksanaan tesnya dilakukan oleh pihak ketiga khususnya untuk tahapan seleksi administrasi, tes tertulis (Tes Pengetahuan Umum, Psikotest, Tes Pengetahuan Akademik, Bahasa Inggris) dan wawancara psikolog. Aspek penilaian kompetensi kandidat merupakan yang utama dalam seleksi kandidat terbaik berdasarkan profil kompetensi inti yang berlaku di Perseroan, yaitu *Achievement Orientation, Professionalism, Relationship Building, Customer Service Orientation* dan *Continuous Learning and Improvement*.

Pada tahun 2020, pencapaian kinerja Perseroan dengan tingkat rekrutmen untuk pemenuhan pegawai mencapai 95,92% dari target rekrutmen sebesar 8 pegawai baru. Tidak tercapainya target rekrutmen tersebut disebabkan kondisi pandemi COVID-19, sehingga program Langkah Bakti yang dilakukan Perseroan mengalami hambatan.

Penilaian Kinerja

Jasa Raharja telah memiliki sistem penilaian pegawai yang mengacu pada kinerja sebagai stimulus untuk mendorong SDM agar memberikan *output* terbaiknya. Dengan begitu, pegawai mendapatkan kesempatan peningkatan karier yang lebih cepat.

Sistem manajemen kinerja yang diterapkan Jasa Raharja ditujukan untuk mendorong peningkatan produktivitas pegawai serta memotivasi pegawai untuk menjalankan tugasnya secara optimal, meningkatkan loyalitas pegawai dan menggerakkan iklim pekerjaan yang terbuka, positif dan progresif. Setiap tahunnya, Perusahaan menyusun dan menetapkan target yang didistribusikan kepada seluruh Unit Kerja untuk selanjutnya diturunkan kepada masing-masing individu berdasarkan potensi dan kapabilitas pegawai. Setiap pegawai memiliki KPI Individu sebagai sasaran kerja yang diturunkan dari KPI Unit Kerja.

Sistem pengelolaan kinerja SDM di Perusahaan memperhitungkan 2 faktor penilaian yaitu:

1. Indikator Pencapaian Kinerja (IPK)
   Kinerja seorang pegawai terdiri dari Indikator Pencapaian Kinerja (IPK) dan Kompetensi pegawai yang diukur. IPK merupakan gabungan antara pengukuran yang bersifat finansial dan non-finansial. Indikator yang digunakan Jasa Raharja saat ini mengacu pada format KPKU dengan 5 (lima) perspektif penilaian yaitu:
   a. Perspektif Keuangan dan Pasar
      Merupakan ukuran kinerja yang menggambarkan keberhasilan organisasi dan menggambarkan upaya yang dilakukan untuk dapat berhasil dari sisi keuangan di mata *stakeholders*. Contoh: Tingkat efektivitas dan efisiensi biaya, *Yield of Investment*, dll.

it obtains the best talents as human capital assets, both through internal and external channels. Internal recruitment is carried out to fill vacant positions in a work unit through the process of promotion and employee rotation. The Company provides opportunities for employees to work in other work units as an effort to increase experience and career development in accordance with the requirements and qualifications needed.

The Company's recruitment program is centrally conducted through Human Capital Division whose tests are hosted by third party especially in the stage of administrative selection, written tests (General Knowledge Test, Psychological Test, Academic Knowledge Test, and English Proficiency Test) and psychologist interview. The assessment on candidates' competence is the essence in selecting the best candidates, based on the primary competency profile which the Company applies, which are Achievement Orientation, Professionalism, Relationship Building, Customer Service Orientation and Continuous Learning and Improvement.

In 2020, the achievement of the Company's performance with the recruitment rate for employee fulfillment reached 95.92% of the recruitment target of 8 new employees. The recruitment target was not achieved due to the COVID-19 pandemic which resulted in the obstruction to the 'Langkah Bakti' program conducted by the Company.

Performance Assessment

Jasa Raharja already has an employee assessment system that refers to performance as a stimulus to encourage HR to provide the best output. Therefore, employees get faster career advancement opportunities.

The performance management system implemented by Jasa Raharja is aimed at increasing employee productivity and motivating employees to carry out their duties optimally, increasing employee loyalty and driving an open, positive and progressive work climate. Every year, the Company prepares and sets targets that are distributed to all Work Units to be further passed down to each individual based on the potential and capabilities of employees. Each employee has an Individual KPI as a work target derived from the Work Unit's KPI.

The HR performance management system in the Company takes into account 2 assessment factors, namely:

1. Performance Achievement Indicators (IPK)
   The performance of an employee consists of Performance Achievement Indicators (IPK) and Competency of the employee. IPK is integrated between financial and nonfinancial measurement. Indicators that are currently used by the Company refer to KPKU format with 5 (five) assessment perspectives as follows:
   a. Financial and Market Perspective
      A performance measurement that reflects organizational success and represents efforts conducted to be successful from financial standpoint according to stakeholders, e.g. cost effectiveness and efficiency rate, yield of investment, etc.

b. Perspektif Pelanggan
Merupakan ukuran kinerja yang menggambarkan keberhasilan organisasi dengan menggunakan sudut pandang pelanggan. Tujuannya untuk mengetahui bagaimana pelanggan menilai jasa yang diberikan akan memberikan keuntungan dan harapan yang lebih besar kepada *stakeholders*. Contoh: *Customer Satisfaction* Internal maupun Eksternal, dll.

c. Perspektif Efektivitas Produk dan Proses
Merupakan ukuran kinerja yang menggambarkan serangkaian aktivitas yang ada dalam proses bisnis organisasi secara internal agar mampu berjalan efisien, efektif, dan optimal dalam mencapai sasaran dan harapan *stakeholders*. Contoh: SLA Rating, Persentase Penyelesaian Program Kerja, dll.

d. Perspektif Fokus pada Tenaga Kerja
Merupakan ukuran kinerja yang berfokus pada tenaga kerja, khususnya pengembangan SDM yang ada di dalam Unit Kerja agar mampu menghasilkan SDM yang kompeten dan menghasilkan kinerja yang prima bagi organisasi. Contoh: Pemenuhan Gap Kompetensi, tingkat kedisiplinan pegawai.

e. Perspektif Kepemimpinan dan Tata Kelola
Merupakan ukuran kinerja yang berfokus pada kualitas Kepemimpinan dan Tata Kelola dalam Unit Kerja, agar mampu mendukung kredibilitas organisasi dan mewujudkan organisasi yang bersih dan jujur. Contoh: penerapan *Good Corporate Governance* (GCG), Tindak Lanjut Temuan Auditor, dll.

2. KSA *(Knowledge, Skill, & Attitude)* pegawai yang bersangkutan
Pola penilaian KSA seorang pegawai menganut pola 360 derajat artinya seorang pegawai dinilai oleh atasan, rekan kerja, diri sendiri dan bawahan. KSA yang diukur untuk saat ini adalah kompetensi inti dan KSA kepemimpinan. Ke depannya akan dikembangkan KSA teknis generik dan KSA teknik spesifik.

Manajemen Karier

Perseroan memberikan kesempatan bagi setiap pegawai untuk meningkatkan Kariernya. Peningkatan Karier bisa didapatkan apabila pegawai memiliki kinerja yang baik. Untuk dapat memaksimalkan kinerja yang baik, pegawai harus memiliki kompetensi yang terus meningkat. Berkaitan dengan hal itu, Perseroan senantiasa berkomitmen untuk memberikan pelatihan guna meningkatkan kompetensi pegawai.

Jasa Raharja menjamin ketersediaan posisi bagi pegawai yang memiliki kualifikasi, kompetensi, dan kinerja yang tinggi, tanpa memandang jenis kelamin, usia, dan masa kerja, sehingga kesempatan pengembangan karier bisa dikejar oleh seluruh pegawai.

Tahun 2020, program manajemen karier Perseroan dapat berjalan dengan baik, hal ini dapat terlihat dari hal sebagai berikut:
1. Promosi pegawai sebanyak 90 orang;
2. Kenaikan *Person Grade* sebanyak 43 orang;
3. Transfer pegawai sebanyak 482 orang;

b. Customer perspective
A performance measurement that reflects organizational success from customer point of view. It aims to discover how customers sees the services offered can contribute to the profit and bigger expectation for stakeholders, e.g. Internal and External Customer Satisfaction, etc.

c. Product and Process Effectiveness Perspective A
A performance measurement that reflects a series of activities within the internal business process of an organization to run efficiently, effectively, and optimally in achieving the target and expectation of shareholders, e.g. SLA Rating, Percentage of Work Plan Completion.

d. Focus on Manpower Perspective
A performance measurement that focuses on manpower, especially HC development in a Work Unit to produce competent and performing Human Capital for the organization, e.g. Competence Gap Closing, Employee Discipline Rate.

e. Leadership and Governance Perspective
A performance measurement that focuses on Leadership and Governance quality in a Work Unit to support organization credibility and perform clean and transparent organization, e.g. Good Corporate Governance Implementation, Follow Up on Audit Findings, etc.

2. KSA (Knowledge, Skill & Attitude) of the Employee
KSA assessment pattern of an employee applies a 360-degree pattern, it means that an employee is assessed by his superordinate, peers, him/herself, and subordinates. Currently, the assessed competency consists of core competency and leadership KSA. Going forward, generic technical and specific technical KSA shall be developed.

Career Management

The Company provides opportunities for every employee to improve their career. Career advancement can be obtained if employees have good performance. To be able to maximize good performance, employees must have competencies that continue to increase. In this regard, the Company is always committed to providing training to improve employee's competence.

Jasa Raharja guarantees the availability of positions for employees who have high qualifications, competencies, and performance, regardless of gender, age, and tenure, so that career development opportunities can be pursued by all employees.

In 2020, the Company's Career management program was well conducted, this can be seen from the following:
1. Employee promotion for 90 employees;
2. Increase in Person Grade of 43 people;
3. A transfer of 482 employees;

4. Peningkatan status PHO menjadi Calon Pegawai sebanyak 5 orang;
5. Peningkatan status Calon Pegawai menjadi Pegawai Tetap sebanyak 82 orang.

Remunerasi dan Kesejahteraan Pegawai

Perseroan menyusun kebijakan remunerasi sebagai upaya mendukung peningkatan kinerja pegawai dan juga sebagai langkah untuk mempertahankan pegawai terbaik. Selain itu, remunerasi juga merupakan bentuk perhatian yang besar dari Perusahaan terhadap kesejahteraan pegawai. Remunerasi yang diberikan kepada pegawai sangat kompetitif berdasarkan kinerja dan kompetensi masing-masing jabatan.

Selain remunerasi, Perseroan juga memberikan *benefit* kepada pegawai untuk memberikan rasa aman serta mempermudah pegawai dalam menjalankan tugas dan tanggung jawabnya. *Benefit* tersebut tidak hanya diberikan selama masa kerja seperti program pemeliharaan kesehatan dan akan tetapi juga akan diterima pegawai setelah berakhirnya hubungan kerja seperti program pensiun, serta fasilitas lain yang lazim diberikan oleh perusahaan sejenis.

Tersebarnya lokasi operasi Jasa Raharja hingga ke berbagai kawasan di Indonesia, mendorong Perseroan memberlakukan perbedaan tingkat biaya hidup di seluruh unit-unit kerja. Untuk itu Perseroan memastikan bahwa upah minimum yang diberikan kepada pegawai sejak bergabung, di atas upah minimum yang berlaku di setiap tempat Perseroan beroperasi.

Selain remunerasi berupa gaji, Perseroan juga memberikan fasilitas dan *benefit* lain kepada pegawai, antara lain:
1. Bonus Tahunan;
2. Tunjangan Hari Raya;
3. Sumbangan Makan Siang;
4. Tunjangan Daerah Terpencil dan Sangat Terpencil;
5. Tunjangan Cuti;
6. BPJS Kesehatan;
7. BPJS TK;
8. Asuransi Kesehatan Tambahan;
9. Penggantian Kacamata;
10. Sumbangan Ibadah Keagamaan;
11. Sumbangan Kematian, Bantuan Pelaksanaan Pemakaman dan Bantuan Pemakaman;
12. Sumbangan Bencana Alam.

Program Pensiun

Perseroan menjamin kepada pegawai bahwa pada saat purna bhakti akan menerima program pensiun sesuai dengan Ketentuan UU Ketenagakerjaan. Pengelolaan program pensiun manfaat pasti (PPMP) diselenggarakan oleh Dana Pensiun Pemberi Kerja. Bagi Pegawai yang akan memasuki masa purna bhakti, Perseroan juga menjalankan program masa persiapan pensiun (MPP) berupa pelatihan kewirausahaan.

Bagi pegawai yang akan memasuki masa pensiun, Perseroan juga menjalankan program masa persiapan pensiun (MPP) yang berupa pelatihan kewirausahaan.

4. Organic Daily Worker promotion to be Employee Candidates for 5 workers;
5. Employee Candidate promotion to be Permanent Employee for 82 employees.

Remuneration and Employee Welfare

The Company formulates a remuneration policy as an effort to support employee performance improvement and also as a step to retain the best employees. In addition, remuneration is also a form of great attention from the Company to the welfare of employees. The remuneration given to employees is very competitive based on the performance and competence of each position.

In addition to remuneration, the Company also provides benefits to employees to provide a sense of security and facilitate employees to carry out their duties and responsibilities. These benefits are not only provided during the working period, such as health care programs, but it will also be received by employees after the end of the employment relationship, such as pension programs, as well as other facilities commonly provided by similar companies.

The spread of Jasa Raharja's operating locations to various regions in Indonesia, encourages the Company to impose different levels of cost of living in all work units. For this reason, the Company ensures that the minimum wage given to employees since joining is above the minimum wage applicable in every place where the Company operates.

In addition to remuneration in the form of salary, the Company also provides other facilities and benefits to employees, including:
1. Annual Bonus;
2. Holiday Allowance;
3. Lunch Donation
4. Remote and Very Remote Area Allowance;
5. Leave Allowance;
6. BPJS Kesehatan (Health Insurance);
7. BPJS TK (Employment Insurance);
8. Additional Health Insurance;
9. Glasses Allowance;
10. Contribution of Religious Worship;
11. Death Donations, Funeral Process and Funeral Assistance;
12. Natural Disaster Donations.

Retirement Program

The Company guarantees that upon retirement the employees will be included in a pension program in accordance with the provisions of the Manpower Law. The management of the defined benefit pension program (PPMP) is organized by the Employer Pension Fund. For employees who are about to enter retirement, the Company also conducts a retirement preparation program (MPP) in the form of entrepreneurship training.

For employees who are about to retire, the Company also provides a retirement preparation program (MPP) in the form of entrepreneurship training.

PROGRAM PENGEMBANGAN KOMPETENSI

Perseroan meyakini bahwa setiap pegawai memiliki kesempatan yang sama untuk maju dan berkembang sesuai dengan potensi, keahlian dan kesempatan yang tersedia. Oleh karena itu, Perseroan mengembangkan kapabilitas dan kompetensi *human capital* menggunakan pendekatan terintegrasi yang dirancang dengan memperhatikan kebutuhan pegawai, organisasi dan sasaran bisnis. Pendidikan dan pelatihan pegawai juga diselaraskan dengan strategi dan kebijakan dalam bidang *human capital* secara efisien dan efektif, guna mendukung peningkatan kinerja *human capital*.

Ada beberapa macam pengembangan kompetensi yang diterapkan oleh Perseroan seperti; *in-house training*, pelatihan yang dilaksanakan oleh pihak ketiga, pemberian beasiswa kepada pegawai, *job assignment* dan sebagainya.

Jasa Raharja memiliki program pendidikan dan pelatihan yang bersifat wajib bagi seluruh pegawai sesuai dengan jenjang jabatannya, yaitu:

COMPETENCY DEVELOPMENT PROGRAM

The Company believes that every employee has the same opportunity to advance and develop in accordance with the potential, expertise and opportunities available. Therefore, the Company develops human capital capabilities and competencies using an integrated approach that is designed with due regard to the needs of employees, organizations and business targets. Employee education and training is also aligned with strategies and policies in human capital in an efficient and effective manner in order to support the improvement of Human Capital performance.

There are several competence development programs conducted by the Company, such as in-house training, training by third parties, scholarship awards for employees, job assignment, and others.

The Company has education and training programs that is mandatory for all employees based on employment level, namely:

Nama Pelatihan Name of Training	**Tujuan Pelatihan** Objectives of Training	**Jenjang Jabatan Peserta** Level of Participants
Introduction Training	• Mengarahkan pola pikir dan sikap calon pegawai menuju pola pikir dan sikap pegawai perusahaan; • Memberikan pengetahuan dan keterampilan dasar kepada calon pegawai agar mampu melaksanakan pekerjaan; • Memberikan orientasi tentang lingkup tugas, tujuan, struktur organisasi, kebijaksanaan, prosedur kerja dan hak serta kewajiban perusahaan; • Memenuhi salah satu syarat pengangkatan status kepegawaian. • To direct the mindset and behavior of employee candidates to be mindset and behavior of employees of the Company; • To present basic knowledge and skill to employee candidates in order to carry out their duties; • To provide orientation concerning scope of work, objective, organization structure, policies, work procedures, and rights as well as responsibilities of Company. • Fulfill one of the requirements for the appointment of employment status.	Calon Pegawai Employee Candidates
Basic Training	Kegiatan diklat yang diberikan dalam rangka peningkatan karier bagi pegawai pada *Job Grade* K dan J untuk meningkatkan dan mempersiapkan diri terhadap kebutuhan kompetensi pada *Job Grade* I dan H. It is an education and training activities provided for career advancement, for employees at Job Grades K and J, to improve and prepare themselves for the competency needs at Job Grade I and H.	Minimum *Job Grade* K Minimum Job Grade K
Intermediate Training	Kegiatan diklat yang diberikan dalam rangka peningkatan karier bagi pejabat pada *Job Grade* I dan H untuk meningkatkan dan mempersiapkan diri terhadap kebutuhan kompetensi pada *Grade* jabatan yang lebih tinggi yaitu *Job Grade* G sampai dengan E. It is an education and training activity provided for career advancement, for officials at Job Grade I and H, to improve and prepare themselves for the competency needs at a higher position grade, namely Job Grade G to E.	Minimum *Job Grade* I Minimum Job Grade I
Advanced Training	kegiatan diklat yang diberikan dalam rangka peningkatan karier bagi pejabat pada *Job Grade* G sampai dengan E untuk meningkatkan dan mempersiapkan diri terhadap kebutuhan kompetensi pada *Job Grade* D dan C. It is an education and training activity provided for career advancement, for officials in Job Grades G to E, to improve and prepare themselves for the competency needed for Job Grades D and C.	Minimum *Job Grade* G Minimum Job Grade G

Nama Pelatihan Name of Training	Tujuan Pelatihan Objectives of Training	Jenjang Jabatan Peserta Level of Participants
Level Executive II	Kegiatan diklat yang diberikan dalam rangka peningkatan karier bagi pejabat pada *Job Grade* D dan C untuk meningkatkan dan mempersiapkan diri terhadap kebutuhan kompetensi pada *grade* jabatan yang lebih tinggi yaitu *Job Grade* B. It is an education and training activity provided for career advancement, for officials at Job Grades D and C, to improve and prepare themselves for the competency needed for a higher grade position, namely Job Grade B.	Minimum *Job Grade* D Minimum Job Grade D
Level Executive I	Kegiatan diklat yang diberikan dalam rangka peningkatan karier pejabat pada *Job Grade* B dan A untuk meningkatkan dan mempersiapkan diri terhadap kebutuhan profil kompetensi Kementerian BUMN untuk jabatan sebagai Direksi perusahaan, Direktur Anak Perusahaan atau sebagai *Talent Mobility* (Direktur) perusahaan anggota *holding* lainnya. It is an education and training activity provided in order to improve careers for officials at Job Grade B and A, to improve and prepare themselves for the competency profile set by the Ministry of SOEs for positions of Directors of the Company, Director of Subsidiaries or as Talent Mobility (Director) of other holding member companies.	Minimum *Job Grade* B Minimum Job Grade B

Di samping kegiatan pelatihan yang bersifat wajib, Perseroan juga memberikan kesempatan kepada pegawai untuk mengikuti program pengembangan kompetensi sesuai kebutuhan Perseroan, baik yang dilaksanakan secara *in house* maupun oleh pihak ketiga. Pada tahun 2020, Perusahaan telah mengikutsertakan 3.486 orang peserta pada 231 program pengembangan kompetensi, baik berupa diklat *in house*, seminar, pelatihan eksternal, sertifikasi, *assessment*, *workshop* dan berbagai program pengembangan kompetensi lainnya, dengan rincian sebagai berikut:

In addition to mandatory training activities, the Company also offers opportunities to the employees to participate in competency development program based on the Company's requirements, both conducted in-house or by a third party. In 2020, the Company registered 3,486 participants in 231 competency development programs, in the form of in-house training, seminar, external training, certification, assessment, workshop, and various other competency development programs. Others, with details as follow:

BULAN : JANUARI 2020
MONTH: JANUARY 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*Workshop* Aspek Perpajakan PSAK 71, PSAK 72 dan 73 (*New*) Workshop on PSAK 71, PSAK 72 and 73 Taxation Aspects (New)	Akuntansi Accounting	29 - 30 Januari 2020 January 29 - 30, 2020	1 Peserta One Participant	Graha Akuntan	*Workshop*
2	Penyelenggaraan Asesmen Pemetaan Profil Kompetensi Bagi Kepala Perwakilan TK I dan TK II Implementation of Competency Profile Mapping Assessment for Heads of Level I and Level II Representatives	*Human Capital*	16 dan 22 Januari 2020 January 16 and 22, 2020	38 Peserta 38 Participants	LM FE UI	*Assessment*
3	Penyelenggaraan *Workshop* dan Konsinyering Transformasi Bidang *Human Capital* dan Umum Implementation of Transformation Workshop and Consignment in the Human Capital and General Sector	*Human Capital*	23 - 25 Januari 2020 January 23 - 25, 2020	58 Peserta 58 Participants	Hotel Wyndam	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
4	Asesmen Pemetaan Profil Kompetensi Pegawai Tingkat Jabatan 8 Tahap III Tahun 2020 Wiayah Jakarta Employee Competency Profile Mapping Assessment Phase III Level 8 Position Jakarta Region for 2020	*Human Capital*	23 - 24 Januari 2020 January 23 - 24, 2020	29 Peserta 29 Participants	LM FE UI	*Assessment*
5	Asesmen Pemetaan Profil Kompetensi Bagi Beberapa Pejabat Perusahaan Competency Profile Mapping Assessment for Several Company Officials	*Human Capital*	21 dan 24 Januari 2020 January 21 and 24, 2020	4 Peserta 4 Participants	LM FE UI	*Assessment*

BULAN : FEBRUARI 2020
MONTH: FEBRUARY 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*IHT Leader As Coach Bacth V*	*Human Capital*	20 - 21 Februari 2020 February 20 - 21, 2020	15 Peserta 15 Participants	Hotel Harris	*Workshop*
2	Konsinyering Penyusunan Materi Uji Kompetensi (MUK) dan Bank Soal LSP-JR Bidang Pelayanan dan Manajemen Risiko Consignment for the Preparation of Competency Test Materials (MUK) and LSP-JR Question Banks for Services and Risk Management	*Human Capital*	27 - 28 Februari 2020 February 27 - 28, 2020	20 Peserta 20 Participants	Hotel Mercure	*Workshop*
3	Wisuda dan Seminar AAMAI Angkatan XXVIII – 2020 AAMAI Class XXVIII Graduation and Seminar - 2020	*Human Capital*	24 Februari 2020 February 24, 2020	11 Peserta 11 Participants	Hotel Bidakara	Seminar Seminar
4	Pelatihan dan Uji Sertifikasi *Certified Risk Management Officer* (CRMO) Certified Risk Management Officer (CRMO) Certification Training and Examination	MRTP Risk Management and Corporate Transformation	17 - 20 Februari 2020 February 17 - 20, 2020	1 Peserta 1 Participant	Gedung Biru, Tendean Blue Building, Tendean	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
5	Pelatihan dan Sertifikasi Tata Kelola Seri *Certified Governance Professional* (CGP) Certified Governance Professional (CGP) Series of Governance Training and Certification	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	17 - 19 Februari 2020 February 17 - 19, 2020	1 Peserta 1 Participant	- Mercantile Athletic Club WTC I Lantai 18 (Pelatihan) - City Tower Lantai 12 (Sertifikasi) Mercantile Athletic Club WTC I 18th Floor (for the Training) - City Tower 12th Floor (for the Certification)	Sertifikasi Certification
6	*Workshop Qualified Wealth Planner* (QWP)	Keuangan Finance	17 - 18 Februari 2020 February 17 - 18, 2020	1 Peserta 1 Participant	Hotel Ibis Acardia, Jl. Wahid Hasyim, Jakarta	*Workshop*
7	Pelatihan dan Uji Sertifikasi *Qualified Chief Risk Officer* (QCRO) Qualified Chief Risk Officer (QCRO) Certification Training and Examination	MRTP Risk Management and Corporate Transformation	26 - 28 Februari 2020 February 26 - 28, 2020	1 Peserta 1 Participant	Gedung Tifa, Kuningan Tifa Building, Kuningan	Sertifikasi Certification
8	Pelatihan Gelar Profesi *Associate Wealth Planner* Associate Wealth Planner Professional Degree Training	Keuangan Finance	28 Februari 2020 February 28, 2020	2 Peserta 2 Participants	Unity Corporation Plaza Sentral	Sertifikasi Certification
9	Pelatihan *Effective Learning & Development Model In Digital Era* Effective Learning & Development Model In Digital Era Training	*Human Capital*	22 Februari 2020 February 22, 2020	2 Peserta 2 Participants	Unika Atma Jaya	*Workshop*
10	*Workshop Dealing With Difficult People*	Asuransi Insurance	26 Februari 2020 February 26, 2020	2 Peserta 2 Participants	Jakarta	*Workshop*
11	Sertifikasi *Qualified Internal Auditor* (QAI) Qualified Internal Auditor (QAI) Certification	SPI Internal Audit Unit	17 - 29 Februari 2020 February 17 - 29, 2020	1 Peserta 1 Participant	L' Avenue Office Tower, Jakarta	Sertifikasi Certification
12	Pelatihan *Oracle SOA Suite* 12C: *System Architecture Administration* Training on Oracle SOA Suite 12C: System Architecture Administration	TIK ICT	17 - 19 Februari 2020 dan 24 - 26 Februari 2020 February 17 - 19, 2020 and February 24 - 26, 2020	5 Peserta 5 Participants	Training Room Metrocom Education lt. 3 Metrocom Education Training Room 3rd floor	Diklat Training
13	Pelatihan ITIL V4 *Foundation* ITIL V4 Foundation Training	TIK ICT	24 - 25 Februari 2020 February 24 - 25, 2020	3 Peserta 3 Participants	Multimatics, AXA Tower Lantai 37 Multimatics, AXA Tower 37th Floor	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
14	Pelatihan Cobit 2019 Cobit 2019 Training	TIK ICT	26 - 27 Februari 2020 February 26 - 27, 2020	1 Peserta 1 Participant	M Multimatics, AXA Tower Lantai 37 Multimatics, AXA Tower 37th Floor	Sertifikasi Certification
15	Pelatihan ACL 303 *Scripting* ACL 303 Scripting Training	TIK ICT	17 - 19 Februari 2020 February 17 - 19, 2020	1 Peserta 1 Participant	Singapura Singapore	Diklat Training

BULAN : MARET 2020
MONTH: MARCH 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Asesmen Pemetaan Profil Kompetensi Pegawai Tingkat Jabatan 8 Tahap IV Tahun 2020 Wilayah Jakarta Phase IV Assessment of Competency Profile Mapping of Level 8 Position in 2020, Jakarta Region	*Human Capital*	7 - 8 Maret 2020 March 7 - 8, 2020	48 Peserta 48 Participants	LMFEBUI	*Assessment*
2	Seminar Kesehatan "Hidup Sehat Melalui Penerapan Teknik Tension/ *Stress or Trauma Realese Exercise* (TRE)' Health Seminar titled "Healthy Living Through Application of Tension/Stress or Trauma Release Exercise (TRE) Techniques'	*Human Capital*	1 Maret 2020 March 1, 2020	1 Peserta 1 Participant	Jakarta Design Center	*Workshop*
3	*Workshop Corporat Tax Management* Corporate Tax Management Workshop	Akuntansi Accounting	11 - 12 Maret 2020 March 11 - 12, 2020	1 Peserta 1 Participant	Graha Akuntan	*Workshop*
4	Pelatihan Nasional Transformasi Pengadaan Barang dan Jasa pada BUMN (*Value for Money*) National Training on Transformation of Procurement of Goods and Services in SOEs (Value for Money)	Umum General Affairs	11 - 12 Maret 2020 March 11 - 12, 2020	4 Peserta 4 Participants	Hotel Rivoli Jakarta	*Workshop*
5	*Review Course* dan Uji Sertifikasi ISO 27001: 2013 REG IRCA Course Review and Certification Examination for ISO 27001: 2013 REG IRCA	SPI Internal Audit Unit	9 - 13 Maret March 9 - 13, 2020	2 Peserta 2 Participants	Intertek Academy - Beltway Office Jakarta	*Workshop*
6	*Workshop Fraud Risk And Control*	SPI Internal Audit Unit	12 - 13 Maret 2020 March 12 - 13, 2020	3 Peserta 3 Participants	L' Avenue Office Tower	*Workshop*
7	Sertifikasi *Qualified Internal Auditor* (QAI) Qualified Internal Auditor (QAI) Certification	SPI Internal Audit Unit	16 - 28 Maret 2020 March 16 - 28, 2020	2 Peserta 2 Participants	L' Avenue Office Tower	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
8	*Review Course* dan Uji Kompetensi *Qualified Risk Manajement Professional* (QRMP) Course Review and Qualified Risk Management Professional (CRMP) Competency Test	SPI Internal Audit Unit	16 - 20 Maret 2020 March 16 - 20, 2020	2 Peserta 2 Participants	Gedung TIFA - Jl. Kuningan Barat No. 26 Jakarta Selatan TIFA Building - Jl. Kuningan Barat No. 26, South Jakarta	Sertifikasi Certification
9	LOOP *Cerified Professional Coach Program Batch* 35 *Phase* 2	SPI Internal Audit Unit	23 - 24 Maret 2020 March 23 - 24, 2020	1 Peserta 1 Participant	Loop Learning Space	Sertifikasi Certification
10	*Workshop* PSAK Terkini Sesuai Konvergensi IFRS Workshop on the Latest Statement of Financial Accounting Standards According to IFRS Convergence	SPI Internal Audit Unit	17 - 20 Maret 2020 March 17 - 20, 2020	1 Peserta 1 Participant	Graha Akuntan	*Workshop*

BULAN : APRIL 2020
MONTH: APRIL 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Pelatihan *Online* Menyusun Struktur dan Skala Gaji Online Training on Compiling Salary Structure and Scale	*Human Capital*	20 April - 15 Mei 2020 April 20 - May 15, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
2	Pelatihan *Online Effective Business Communication* Online Training on Effective Business Communication	*Human Capital*	13 April - 8 Mei 2020 April 13 - May 8, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
3	*Online Learning - Soft Skill* untuk Sekretaris Online Learning - Soft Skills for Secretary		28-30 April 2020 April 28-30, 2020	6 Peserta 6 Participants	*Online Learning*	*Workshop*
4	*Sharing Session "Holistic Persuasive Communication"* Sharing Session on "Holistic Persuasive Communication"	TIK ICT	15 April 2020 April 15, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
5	*Online Learning - Critical Thinking for Better Judgement and Decision Making*	Akuntansi Accounting	15 April 2020 April 15, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
6	*Online Learning - Time Management Tips "How to Encourage Innovation at Workplace"*	Akuntansi Accounting	17 April 2020 April 17, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
7	Bedah Buku "Koruptor *Go To Hell*" Book Review "Corruptors Go To Hell"	SPI Internal Audit Unit	16 April 2020 April 16, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
8	*Leadership Program "Managing Day After Tomorrow"*	Direksi Board of Directors	24 April 2020 April 24, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
9	*Online Learning - Understanding Financial Statement*	SPI Internal Audit Unit	29 April - 5 Mei 2020 April 29 - May 5, 2020	2 Peserta 2 Participants	*Online Learning*	Diklat Training

BULAN : MEI 2020
MONTH: MAY 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*Online Training Ideation Challenge*	*Human Capital*	6 Mei 2020 May 6, 2020	140 Peserta 140 Participants	*Online Learning*	Diklat Training
2	*Online Training Leader As Coach Batch 6*	*Human Capital*	18 - 22 Mei 2020 May 18-22, 2020	20 Peserta 20 Participants	*Online Learning*	Diklat Training
3	Asesmen *Online* Pemetaan Profil Kompetensi Pejabat Tingkat Jabatan 6 Online Assessment of Competency Profile Mapping of Level 6 Position Officials	*Human Capital*	18 Mei 2020 May 18, 2020	5 Peserta 5 Participants	*Online Learning*	*Assessment*
4	*IHT Online - How to Develop Creative Thinking For Millennials*	*Human Capital*	18 - 19 Mei 2020 May 18-19, 2020	20 Peserta 20 Participants	*Online Learning*	*Workshop*
5	*IHT Online - How to Develop Creative Thinking For Leaders*	*Human Capital*	20 - 21 Mei 2020 May 20-21, 2020	20 Peserta 20 Participants	*Online Learning*	*Workshop*
6	*Online Training - Managing Project With PMBOK and Agile*	TIK ICT	11 - 13 Mei 2020 May 11-13, 2020	5 Peserta 5 Participants	*Online Learning*	Diklat Training
7	*Live Training Enhancing Your Personal Effectiveness*	*Human Capital*	15 - 19 Mei 2020 May 15-19, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
8	*Leadership Program Managing Day After Tomorrow*	*Human Capital*	1 Mei 2020 May 1, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
9	*Online Learning* Antisipasi Risiko Pasca Bencana COVID - 19 : Kebangkitan Industri Perasuransian di Indonesia Online Learning on Anticipating Post-COVID-19 Disaster Risks: The Resurrection of the Insurance Industry in Indonesia	Akuntansi Accounting	7 Mei 2020 May 7, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
10	*Online Learning Effective Communication Skill*	Pelayanan/ Investasi/ Akuntansi Services/ Investment/ Accounting	26 Mei 2020 May 26, 2020	5 Peserta 5 Participants	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
11	*Online Learning Enhancing Your Corporate's Values by Implementation* SNI ISO : 2016 Sistem Manajemen Anti Penyuapan Online Learning Enhancing Your Corporate's Values by Implementation SNI ISO : 2016 Anti Bribery Management System	MRTP Risk Management and Corporate Transformation	11- 12 Mei 2020 May 11-12, 2020	4 Peserta 4 Participants	*Online Learning*	*Workshop*
12	*Online Learning L & D Transformation*	*Human Capital*	19 - 20 Mei 2020 May 19-20, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
13	*Online Learning Owners Estimate*	Umum General Affairs	15 - 19 Mei 2020 May 15-19, 2020	2 Peserta 2 Participants	*Online Learning*	Diklat Training
14	*Online Learning People Analytics*	*Human Capital*	20 Mei 2020 May 20, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
15	*Webinar* Peran Auditor Internal dalam Revitalisasi Perusahaan Pada Masa & pasca COVID – 19 Webinar on The Role of Internal Auditors in Company Revitalization During & Post-COVID - 19	SPI Internal Audit Unit	16 Mei 2020 May 16, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
16	*Online Learning Fraud Risk Management Program*	SPI Internal Audit Unit	18 - 19 Mei 2020 May 18-19, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
17	*Anti Fraud Legal Aspects of Fraud Investigation and Litigation*	SPI Internal Audit Unit	14 Mei 2020 May 14, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
18	*Webinar* Membangun Fungsi Audit Internal Pemerintah Pusat dan Daerah yang Efektif Webinar on Building an Effective Central and Regional Government Internal Audit Function	SPI Internal Audit Unit	9 Mei 2020 May 9, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

BULAN : JUNI 2020
MONTH: JUNE 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*Online Learning* Bangkitkan Kembali Mental Menangmu Online Learning on Reawaken Your Winning Mentality	*Human Capital*	9 Juni 2020 June 9, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
2	*Online Learning* Sertifikasi Analis Efek Online Learning on Securities Analyst Certification	Investasi Investment	13-18 Juni 2020 June 13-18, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
3	*Online Learning Data Visualization and Machine Learning Specialization*	Pelayanan Services	2 Juni - 10 Agustus 2020 June 2- August 10, 2020	2 Peserta 2 Participants	*Online Learning*	Diklat Training
4	*Online Training Business Acumen*	*Human Capital*	5-9 Juni 2020 June 5-9, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
5	*Online Learning IT Risk Management*	TIK ICT	19 - 21 Mei 2020 May 19 - 21, 2020	3 Peserta 3 Participants	*Online Learning*	Diklat Training
6	*Online Training Finon* 1 : Memahami Laporan Keuangan Online Training on Finon (Finance for Non Finance) 1: Understanding Financial Reports	Asuransi Insurance	8 Juni - 3 Juli 2020 June 8 - July 3, 2020	2 Peserta 2 Participants	*Online Learning*	Diklat Training
7	*Distance Learning* Sertifikasi Nasional *Certified Risk Management Officer (Level II) ISO 31000 & COSO*	Asuransi Insurance	22 - 25 Juni 2020 June 22-25, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
8	*Webinar Anti Bribery Compliance - Your Implementation Journey*	SPI Internal Audit Unit	13 Juni 2020 June 13, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
9	Asesmen *Online* Pemetaan Profil Kompetensi Bagi Pegawai *Job Grade* E, F dan G Online Assessment of Competency Profile Mapping for Job Grade E, F and G Employees	*Human Capital*	24 - 25 Juni 2020 June 24-25, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
10	Asesmen *Online* Pemetaan Profil Kompetensi Bagi Pegawai *Job Grade* K Online Assessment of Competency Profile Mapping for Job Grade K Employees	*Human Capital*				
	Angkatan I Batch I		15 - 16 Juni 2020 June 15-16, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan II Batch II		18 - 19 Juni 2020 June 18-19, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan III Batch III		22 - 23 Juni 2020 June 22-23, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan IV Batch IV		25 - 26 Juni 2020 June 25-26, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan V Batch V		29 - 30 Juni 2020 June 29-30, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VI Batch VI		2 - 3 Juli 2020 July 2-3, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VII Batch VII		6 - 7 Juli 2020 July 6-7, 2020	12 Peserta 12 Participants	*Online Learning*	*Assessment*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
11	IHT ISO 37001: 2016 *Awareness and Requirements*	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	15 - 17 Juni 2020 June 15-17, 2020	34 Peserta 34 Participants	*Online Learning*	*Workshop*
12	*IHT Online ABMS Internal Audit Technique Based on ISO 19011 : 2018*	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	18 Juni 2020 June 18, 2020	8 Peserta 8 Participants	*Online Learning*	*Workshop*
13	Program Profesi Lanjutan (PPL Audit) *Fraud Exprosure and Audit Suggestion* Advanced Professional Program (PPL Audit) Fraud Exposure and Audit Suggestion	SPI Internal Audit Unit	16 Juni 2020 June 16, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
14	Uji *Certified Professional Management Accountant* (CPMA) Certified Professional Management Accountant (CPMA) Examination	Akuntansi Accounting	18 - 19 Juli 2020 July 18-19, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
15	*Online Training - Infographic For Creative Presentation*	Akuntansi Accounting	16 Juni 2020 June 16, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
16	Asesmen *Online* Pemetaan Profil Kompetensi Bagi Pegawai *Job Grade* E, F dan G Online Assessment of Competency Profile Mapping for Job Grade E, F and G Employees	*Human Capital*	24 - 25 Juni 2020 June 24-25, 2020	7 Peserta 7 Participants	*Online Learning*	*Assessment*
17	*Webinar Statistical Approach For Quantitative Risk Assessment : Techniques for Non-Actuarial Risk Owner*	MRTP Risk Management and Corporate Transformation	24 Juni 2020 June 24, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
18	*Online Learining* - Penyusunan Rancangan Kontrak Jasa Konstruksi Online Learning - Drafting of Construction Services Contracts Plan	Umum General Affairs	22 - 23 Juni 2020 June 22-23, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
19	Program Pendidikan Lanjutan "Pengelolaan dan Penyajian Laporan Keuangan *Holding Company* Advanced Education Program "Management and Presentation of Holding Company's Financial Statements	Akuntansi Accounting	29 - 30 Juni 2020 June 29-30, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
20	*Online Learining - Building Agility For The Next Generation Organizations*	*Human Capital*	22 Juni 2020 June 22, 2020	9 Peserta 9 Participants	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
21	IHT *Onlline - Effective Communication and Impactfull Presentation Skills* Angkatan I IHT Online - Effective Communication and Impactful Presentation Skills Batch I	*Human Capital*	25 - 26 Juni 2020 June 25-26, 2020	20 Peserta 20 Participants	*Online Learning*	*Workshop*
22	*IHT Onlline - Certified Risk Management Officer (CRMO)*	*Human Capital*	25 - 29 Juni 2020 June 25-29, 2020	25 Peserta 25 Participants	*Online Learning*	Sertifikasi Certification
23	*Online Learining* - Merancang dan Menelaah Amandemen Kontrak Online Learning - Designing and Reviewing Contract Amendments	Umum General Affairs	26 Juni 2020 June 26, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
24	*Workshop* PSAK 71, PSAK 72 dan PSAK 73: Aspek Pelaporan Keuangan dan Perpajakan (*Reschedule*) Workshop on SFAS 71, SFAS 72 and SFAS 73: Aspects of Financial Reporting and Taxation (Rescheduled)	Akuntansi Accounting	11 - 12 Maret 2020 March 11 - 12, 2020 22 - 25 Juni 2020 June 22-25, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

BULAN : JULI 2020
MONTH: JULY 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*Training Basic* Tahun 2020 Angkatan I Basic Training Year 2020 Batch I	*Human Capital*	2 Juli - 5 Oktober 2020 July 2 - October 5, 2020	25 Peserta 25 Participants	*Online Learning*	Diklat Training
2	*Training Intermediate* Tahun 2020 Angkatan I Intermediate Training Year 2020 Batch I	*Human Capital*	6 Juli - 12 Oktober 2020 July 6 - October 12, 2020	25 Peserta 25 Participants	*Online Learning*	Diklat Training
3	IHT *Onlline - Effective Communication and Impactfull Presentation Skills* Angkatan II	*Human Capital*	6 Juli - 7 Juli 2020 July 6 - 7, 2020	20 Peserta 20 Participants	*Online Learning*	Diklat Training
4	*Online Learning* - Antisipasi, Adaptasi dan Akselerasi Online Learning - Anticipation, Adaptation and Acceleration	*Human Capital*	9 Juni 2020 June 9, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
5	Pengelolaan dan Penyajian Laporan Keuangan *Holding Company* Management and Presentation of Holding Company's Financial Statements	Akuntansi Accounting	4 Juli 2020 July 4, 2020	5 Peserta 5 Participants	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
6	Pelatihan Anti Korupsi BUMN Training on Anti-Corruption at SOEs	SPI Internal Audit Unit	6 Juli - 9 Juli 2020 July 6 - 9, 2020	4 Peserta 4 Participants	*Online Learning*	*Workshop*
7	Teknik Mendeteksi Kebohongan Bagi Internal Auditor Techniques for Detecting Lies for Internal Auditors	SPI Internal Audit Unit	2 dan 15 Juli 2020 July 2 -15, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
8	*Online Learning - Certified Governance Professional*	MRTP Risk Management and Corporate Transformation	13 - 15 Juli 2020 July 13 -15, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
9	Identifikasi Titik Kritis Kecurangan (*Fraud*) dalam Pengadaan Barang dan Jasa Identification of Fraud Critical Points in the Procurement of Goods and Services	SPI Internal Audit Unit	22 - 23 Juli 2020 July 22 -23, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
10	*Webinar* Nasional SDM dan IHCA *Humanizing Human Capital With Digital Experience & Value* National Webinar on Human Resources and IHCA Humanizing Human Capital With Digital Experience & Value	*Human Capital*	24 Juli 2020 July 24, 2020	18 Peserta 18 Participants	*Online Learning*	*Workshop*
11	IHT *Online - Data Driven Team* Angkatan I s.d. IV IHT Online - Data-Driven Team Batch I to IV	*Human Capital*	19 - 24 Juli 2020 July 19 -24, 2020	1493 Peserta 1493 Participants	*Online Learning*	*Workshop*

BULAN : AGUSTUS 2020
MONTH: AUGUST 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	*Workshop Data Driven* Eksekutif Executive Data Driven Workshop	*Human Capital*	9 Agustus 2020 August 9, 2020	392 Peserta 392 Participants	*Online Learning*	*Workshop*
2	IHT *Online Data Analytics Specialization* Tahun 2020 Angkatan I IHT Online Data Analytics Specialization Year 2020 Batch I	*Human Capital*	15 Agustus - 20 September 2020 August 15 - September 20, 2020	20 Peserta 20 Participants	*Online Learning*	Diklat Training
3	Pendidikan dan Pelatihan Tingkat *Basic* Tahun 2020 Angkatan II Basic Level Education and Training Year 2020 Batch II	*Human Capital*	27 Agustus - 11 September 2020 August 27 - September 11, 2020	25 Peserta 25 Participants	*Online Learning*	Diklat Training
4	*Data Visualization and Machine Learning Specialization*	*Human Capital*		1 Peserta 1 Participant	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
5	Webinar Premi Asuransi Jiwa Jadi Pengurang Pajak Perusahaan Realitas atau Mitos? Webinar on Life Insurance Premiums as a form of Corporate Tax Deduction: Reality or Myth?	Direktur Keuangan Director of Finance	12 Agustus 2020 August 12, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
6	*Webinar Insurtech* - Apa Dampak Bagi Perencanaan Keuangan Insurtech Webinar - What is the Impacts on Financial Planning	Direktur Keuangan Director of Finance	14 Agustus 2020 August 14, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
7	*Webinar* - Bagaimana Menganalisa Kondisi *Performance Team* dan Menentukan Strategi Baru Penagihan Era COVID-19 Serta Cara Evaluasinya Webinar - How to Analyze Team Performance Conditions and Determine New Billing Strategies for the COVID-19 Era and How to Evaluate Them	Asuransi Insurance	14 Agustus 2020 August 14, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
8	*Online Learning - Warehouse Management*	Umum General Affairs	28 Agustus - 1 September 2020 August 28 - September 1, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
9	*Certified Governance Professional (CGP) Online*	MRTP Risk Management and Corporate Transformation	18,19, dan 24 Agustus 2020 August 18, 19, and 24, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
10	Pendidikan dan Pelatihan Dasar-Dasar Audit Education and Training Program on Auditing Fundamentals	SPI Internal Audit Unit	24 Agustus - 2 September 2020 August 24 - September 2, 2020	5 Pesert 5 Participants	*Online Learning*	Diklat Training
11	Program Sertifikasi Nasional *Online Certified Risk Management Professional* (CRMP) Online National Certification Program of Certified Risk Management Professional (CRMP)	MRTP Risk Management and Corporate Transformation	24 - 28 Agustus 2020 August 24-28, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
12	*Online Certified Human Resources Business Partner (HRBP) Modul Planning & Managing Organization Development*	*Human Capital*	29 Agustus 2020 August 29, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
13	*Online Learning - Tax Forum* BUMN Online Learning - SOE Tax Forum	Keuangan Finance	26 Agustus 2020 August 26, 2020	10 Peserta 10 Participants	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
14	*Seminar Online - Public Hearing Draf* Eksposur Sak Entitas Privat Online Seminar - Public Hearing Exposure Draft of Private Entity Financial Accounting Standards	Keuangan Finance	31 Agustus 2020 August 31, 2020	5 Peserta 5 Participants	*Online Learning*	*Workshop*

BULAN : SEPTEMBER 2020
MONTH: SEPTEMBER 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* K Tahap VI Phase VI Assessment of Job Grade K Employees' Competency Profile Mapping	*Human Capital*				
	Angkatan I Batch I		1 - 2 September 2020 September 1-2, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan II Batch II		3 - 4 September 2020 September 3-4, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan III Batch III		7 - 8 September 2020 September 7-8, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan IV Batch IV		10 - 11 September 2020 September 10-11, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan V Batch V		14 - 15 September 2020 September 14-15, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VI Batch VI		17 - 18 September 2020 September 17-18, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
2	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* I s.d. F Assessment of Job Grade I to F Employees' Competency Profile Mapping	*Human Capital*				
	Angkatan I Batch I		17 - 18 September 2020 September 17-18, 2020	11 Peserta 11 Participants	*Online Learning*	*Assessment*
	Angkatan II Batch II		21 - 22 September 2020 September 21-22, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan III Batch III		24 - 25 September 2020 September 24-25, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan IV Batch IV		28 - 29 September 2020 September 28-29, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan V Batch V		1 - 2 Oktober 2020 October 1-2, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
3	IHT *Big Data Engineer* Tahun 2020 Angkatan I IHT Big Data Engineer Year 2020 Batch I	*Human Capital*	21 September - 2 Oktober 2020 September 21 – October 2, 2020	10 Peserta 10 Participants	*Online Learning*	Diklat Training
4	*Placement Test Data Analytics Specialization (DAS)*	*Human Capital*	27 September 2020 September 27, 2020	250 Peserta 250 Participants	*Online Learning*	*Assessment*
5	Sosialisasi *Core Value* Akhlak - *"Akhlak Based Leadership Unlock The Akhlak Value"* Dissemination of 'AKHLAK' Core Values - "Akhlak Based Leadership Unlock The Akhlak Value"	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	7 September 2020 September 7, 2020	230 Peserta 230 Participants	*Online Learning*	*Workshop*
6	*IHT Business English for Top Management*	*Human Capital*	5 September - 19 Desember 2020 September 5 – December 19, 2020	39 Peserta 39 Participants	*Online Learning*	Diklat Training
7	*Online Certified* HRBP - Modul *Maintaining Human Capital* Online Certified HRBP – Maintaining Human Capital g Module	*Human Capital*	19 September 2020 September 19, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
8	*Online Certified* HRBP - Modul *Retaining Human Capital* Online Certified HRBP – Retaining Human Capital Module	*Human Capital*	26 September 2020 September 26, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
9	*Online Certified* HRBP - Modul *Developing Human Capital* Online Certified HRBP - Developing Human Capital Module	*Human Capital*	12 September 2020 September 12, 2020	3 Peserta 3 Participants	*Online Learning*	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
10	*Online Certified* HRBP - Modul *Acquiring & Managing Human Capital* Online Certified HRBP - Acquiring & Managing Human Capital Module	*Human Capital*	5 September 2020 September 5, 2020	3 Peserta 3 Participants	Gedung Tifa Lt. 3, Ruang 304 Tifa Building 3rd Floor, Room 304	Sertifikasi Certification
11	*Online Learning - Human Capital Management Certification* (HCMC) Modul IV Online Learning - Human Capital Management Certification (HCMC) Module IV	*Human Capital*	3-8 September 2020 September 3-8, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
12	*Online Learning - Influentual Communication*	Direktur SDM dan Umum Director of HR and General Affairs	September 2020 September 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
13	*Online Learning* - Pendidikan Sertifikasi Auditor Hukum Online Learning - Legal Auditor Certification Education	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	14-19 Septemner 2020 September 14-19, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
14	Program dan Ujian *Online - Certified Information System Auditor* (CISA) Online Programs and Exams - Certified Information System Auditor (CISA)	Satuan Pengawasan Intern Internal Audit Unit	7-10 September 2020 September 7-10, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
15	*Online Learning - Certified Chief Governance Officer (CCGO)*	MRTP Risk Management and Corporate Transformation	14-15 September 2020 September 14-15, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
16	*Online Learning - Risk Based Budgeting in New Normal*	MRTP Risk Management and Corporate Transformation	17-18 September 2020 September 17-18, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
17	*Online Learning* - Forum Akuntansi Manajemen "Peran Akuntan Manajemen Dalam Pencegahan *Fraud*" Online Learning - Management Accounting Forum "The Role of Management Accountants in Fraud Prevention"	Direktur Keuangan Director of Finance	5 September 2020 September 5, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
18	*The 7th Council of Bereaux (COB) Working Grup Meeting*	Direktur MR dan TI Director of Risk Management and Information Technology	15 September 2020 September 15, 2020	1 Peserta 1 Participant	*Online Learning*	Meeting

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
19	*The 7th Council of Bereaux (COB) Working Grup Meeting*	MRTP Risk Management and Corporate Transformation	15 September 2020 September 15, 2020	10 Peserta 10 Participants	*Online Learning*	Meeting
20	*Online Learning - Boost Your KPI Through Business Proces*	*Human Capital*	17 September 2020 September 17, 2020	4 Peserta 4 Participants	*Online Learning*	*Workshop*
22	*Online Learning - Fraud Risk Management*	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	24-25 September 2020 September 24-25, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
22	*Online Learning - Quality Manajement System*	Komisaris Commissioner	28 September 2020 September 28, 2020	3 Peserta 3 Participants	*Online Learning*	*Workshop*
23	*Online Learning - Business Survival Strategies in Time of Disruption "How to Keep Your Business Alive"*	Keuangan Finance	29 September 2020 September 29, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
24	*Webinar* - Mengelola Risiko Manajemen Selaras Dengan PJOK Nomor 28/ PJOK.05/2020 Di masa Pandemi COVID-19 Webinar - Aligning Risk Management With PJOK Number 28/PJOK.05/2020 During the COVID-19 Pandemic	MRTP Risk Management and Corporate Transformation	23 September 2020 September 23, 2020	3 Peserta 3 Participants	*Online Learning*	*Workshop*
25	*Online Learning - Employee Productivity Engagement During and Post Pandemic Area*	*Human Capital*	24 September 2020 September 24, 2020	3 Peserta 3 Participants	*Online Learning*	*Workshop*
26	*Online Learning - Employee Productivity Engagement During and Post Pandemic Area*	*Human Capital*	24 September 2020 September 24, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*

BULAN : OKTOBER 2020
MONTH: OCTOBER 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* E s.d. F Assessment of Job Grade E to F Employees' Competency Profile Mapping	*Human Capital*	12-13 Oktober 2020 October 12-13, 2020	5 Peserta 5 Participants	*Online Learning*	*Assessment*
2	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* G dan H Assessment of Job Grade G to H Employees' Competency Profile Mapping	*Human Capital*	12-13 Oktober 2020 October 12-13, 2020	10 Peserta 10 Participants	*Online Learning*	*Assessment*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
3	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* F dan G Assessment of Job Grade F and G Employees' Competency Profile Mapping	*Human Capital*	22 - 23 Oktober 2020 October 22-23, 2020	4 Peserta 4 Participants	*Online Learning*	*Assessment*
4	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* L Tahap I Phase I Assessment of Job Grade L Employees' Competency Profile Mapping	*Human Capital*				
	Angkatan I Batch I		8 - 9 Oktober 2020 October 8-9, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan II Batch II		12 - 13 Oktober 2020 October 12-13, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan III Batch III		15 - 16 Oktober 2020 October 15-16, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan IV Batch IV		19 - 20 Oktober 2020 October 19-20, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan V Batch V		26 - 27 Oktober 2020 October 26-27, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VI Batch VI		2 - 3 November 2020 November 2-3, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VII Batch VII		5 - 6 November 2020 November 5-6, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan VIII Batch VIII		9 - 10 November 2020 November 9-10, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan IX Batch IX		12 - 13 November 2020 November 12-13, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan X Batch X		16 - 17 November 2020 November 16-17, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan XI Batch XI		19 - 20 November 2020 November 19-20, 2020	15 Peserta 15 Participants	*Online Learning*	*Assessment*
	Angkatan XII Batch XII		23 - 24 November 2020 November 23-24, 2020	13 Peserta 13 Participants	*Online Learning*	*Assessment*
5	Pendidikan dan Pelatihan Tingkat *Basic* Tahun 2020 Angkatan III Basic Level Education and Training Year 2020 Batch III	*Human Capital*	2 Oktober s.d. 5 Januari 2021 October 2,2020 to January 5, 2021	25 Peserta 25 Participants	*Online Learning*	Diklat Training
6	Pendidikan dan Pelatihan Tingkat *Basic* Tahun 2020 Angkatan IV Basic Level Education and Training Year 2020 Batch IV	*Human Capital*	27 Oktober s.d. 23 Januari 2021 October 27,2020 to January 23, 2021	25 Peserta 25 Participants	*Online Learning*	Diklat Training
7	*In House Training Online* Pendidikan dan Pelatihan Introduction Tahun 2020 Online In House Training Education and Training Introduction 2020	*Human Capital*	14 Oktober - 5 November 2020 October 14,2020 to November 5, 2020	44 Peserta 44 Participants	*Online Learning*	Diklat Training

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
8	Uji Sertifikasi *Chartered Financial Analyst* (CFA) Chartered Financial Analyst (CFA) Certification Examination	Investasi Investment		1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
9	*New Human Capital Nasional Conference* (HCNC) Tahun 2020 - *"New Approce in Learning and Development for Future Business Growth"* New Human Capital National Conference (HCMC) 2020 - "New Approach in Learning and Development for Future Business Growth"	Dewan Komisaris Board of Commissioners	4 - 5 November 2020 November 4-5, 2020	4 Peserta 4 Participants	*Online Learning*	*Workshop*
		Direksi Board of Directors		2 Peserta 2 Participants		
10	*Online Learning - Professional Coach Certification Program*	*Human Capital*	16 - 31 Oktober 2020 October 16-31, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
11	*Online Learning - Qualified Wealth Planner*	Keuangan Finance	3 - 4 Oktober 2020 October 3-4, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
		Akuntansi Accounting		1 Peserta 1 Participant		
12	*Online Learning - Enhance Your Communication Skills*	*Human Capital*	8-10 Oktober 2020 October 8-10, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
13	Sertifikasi *Online Qualified Risk Management Professional* (QRMP) Online Certification on Qualified Risk Management Professional (QRMP)	Satuan Pengawasan Intern Internal Audit Unit	12-16 Oktober 2020 October 12-16, 2020	5 Peserta 5 Participants	*Online Learning*	Sertifikasi Certification
14	*Online Learning - Ecosystem Edge* : Strategi Orkestrasi Ekosistem Bisnis untuk Keunggulan Bersaing dalam Bertransformasi di Era Disrupsi Digital Online Learning - Ecosystem Edge : Business Ecosystem Orchestration Strategy for Competitive Advantage in Transforming in the Era of Digital Disruption	MRTP Risk Management and Corporate Transformation	15 Oktober 2020 October 15, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
15	*Online Learning - MS Excel for Accountant*	Akuntansi Accounting	20 - 22 Oktober 2020 October 20-22, 2020	3 Peserta 3 Participants	*Online Learning*	*Workshop*
16	Pendidikan dan Pelatihan Dasar-Dasar Audit Education and Training Program on Auditing Fundamentals	Satuan Pengawasan Intern Internal Audit Unit	19 - 28 Oktober 2020 October 19-28, 2020	1 Peserta 1 Participant	*Online Learning*	Diklat Training
17	*Online Learning - MS Excel for Accountant*	Keuangan Finance	20 - 22 Oktober 2020 October 20-22, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
18	*Online Learning Comprehensive Corporate Financial Performance Strategy*	Akuntansi Accounting	13 - 15 Oktober 2020 October 13-15, 2020	2 Peserta 2 Participants	*Online Learning*	Diklat Training
19	Pendidikan Profesi Lanjutan (PPL Audit) *Certified Risk Management Professional* (CRMP) Advanced Professional Education (PPL Audit) Certified Risk Management Professional (CRMP)	Satuan Pengawasan Intern Internal Audit Unit	19 - 22 Oktober 2020 October 19-22, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
20	*Online Learning* - Pelatihan Investigasi Forensik Online Learning - Forensic Investigation Training	Komisaris Commissioners	26 - 27 Oktober 2020 October 26-27, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
21	*Online Learning* - Manajemen Talenta, Desain Pola & Jalur Karier dan Rencana Suksesi Organisasi Online Learning - Talent Management, Career Pattern & Path Design and Organizational Succession Planning	*Human Capital*	24 Oktober 2020 October 24, 2020	3 Peserta 3 Participants	*Online Learning*	*Workshop*
22	*Online Part Time Course Data Science*	*Human Capital*	27 Oktober 2020 - 20 Maret 2021 October 27, 2020 to March 20, 2021	1 Peserta 1 Participant	*Online Learning*	Diklat Training

BULAN : NOVEMBER 2020
MONTH: NOVEMBER 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* K Tahun 2020 Tahap VII Phase VII Assessment of Job Grade K Employees' Competency Profile Mapping in 2020	*Human Capital*				
	Angkatan I Batch I		18 - 19 November 2020 November 18-19, 2020	16 Peserta 16 Participants	*Online Learning*	*Assessment*
	Angkatan II Batch II		30 November - 1 Desember 2020 November 30 - December 1, 2020	18 Peserta 18 Participants	*Online Learning*	*Assessment*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
2	Asesmen Pemetaan Profil Kompetensi Pegawai *Job Grade* I s.d. G Tahun 2020 Assessment of Job Grade I to G Employees' Competency Profile Mapping Year 2020	*Human Capital*	26 -27 November 2020 November 26-27, 2020	14 Peserta 14 Participants	*Online Learning*	*Assessment*
3	*In House Training Online – Information Technology Infrastructure Library* (ITIL) V4 *Foundation* Tahun 2020	*Human Capital*	28 -29 November 2020 November 28-29, 2020	20 Peserta 20 Participants	*Online Learning*	*Assessment*
4	Sosialisasi Keuangan, Akuntasi dan PKBL Tahun 2020 Financial, Accounting, and PKBL Dissemination in 2020					
	Angkatan I Batch I	Keuangan Finance	14 November 2020 November 14, 2020	132 Peserta 132 Participants	*Online Learning*	*Workshop*
	Angkatan II Batch II	Akuntansi Accounting	21 November 2020 November 21, 2020	128 Peserta 128 Participants	*Online Learning*	*Workshop*
	Angkatan III Batch III		28 November 2020 November 28, 2020	89 Peserta 89 Participants	*Online Learning*	*Workshop*
5	Internalisasi *Core Value* Akhlak *"Embrace Millennials Power to Transform"* Internalization of 'AKHLAK' Core Values "Embrace Millennials Power to Transform"	*Human Capital*	28 November 2020 November 28, 2020	160 Peserta 160 Participants	*Online Learning*	*Workshop*
6	Sertifikasi Profesi - *Certified Human Resource Manager* (CHRM) Professional Certification - Certified Human Resource Manager (CHRM)	*Human Capital*	30 Desember - 11 Februari 2020 December 30, 2020 – February 11, 2021	10 Peserta 10 Participants	*Online Learning*	Sertifikasi Certification
7	Sertifikasi *Online - Certified Risk Governance Professional* (CRGP) Online Certification - Certified Risk Governance Professional (CRGP)	Satuan Pengawasan Intern Internal Audit Unit	3 - 5 November 2020 November 3-5, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
8	*Online Learning* - Pendidikan dan Pelatihan Dasar-dasar Audit Online Learning - Education and Training on Auditing Fundamentals	Satuan Pengawasan Intern Internal Audit Unit	2 - 11 November 2020 November 2-11, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification
9	Sertifikasi *Online* "ISO/IEC 27001:2013" Online Certification "ISO/IEC 27001:2013"	Satuan Pengawasan Intern Internal Audit Unit	2 - 6 November 2020 November 2-6, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
10	Sertifikasi *Online - Certified Wealth Manager* (CWM) Online Certification - Certified Wealth Manager (CWM)	Investasi Investment	5 November - 29 Januari 2021 November 5, 2020 – January 29, 2021	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
11	Pelatihan Nasional *E-Catalog* dan *E-Purchasing* National Training on E-Catalog and E-Purchasing	Umum General Affairs	4 - 5 November 2020 November 4-5, 2020	4 Peserta 4 Participants	*Online Learning*	Diklat Training
12	*Online Learning* - Pelatihan dan Uji Sertifikasi Perancangan Kontrak (*Certified Contract Drafted*) Online Learning - Contract Design Certification Training and Exam (Certified Contract Drafted)	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	11 -14 November 2020 November 11-14, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
13	*Webinar* dan Pengukuhan Gelar Profesi - Professional Internal Audit (PIA) Webinars and Professional Degree Inauguration - Professional Internal Audit (PIA)	Satuan Pengawasan Intern Internal Audit Unit	18 -19 November 2020 November 18-19, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
14	*Webinar* Nasional *Anti Fraud Conference* 2020 "Bencana Korupsi VS Korupsi Bencana?" National Webinar on Anti-Fraud Conference 2020 "Corruption Disaster VS Disaster Corruption?"	Satuan Pengawasan Intern Internal Audit Unit	18 -19 November 2020 November 18-19, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
15	*Online Learning - Objective Key Result (OKR) and Strategy MAP Alignment*	MRTP Risk Management and Corporate Transformation	16 -17 November 2020 November 16-17, 2020	4 Peserta 4 Participants	*Online Learning*	Diklat Training
16	*Online Course - Digital Business Transformation "Digital Disruption"*	Pelayanan Services	19 November 2020 dan 20 November - 8 Januari 2021 November 19, 2020, and November 20, 2020, to January 8, 2021	1 Peserta 1 Participant	*Online Learning*	Diklat Training
17	*Online Course - Digital Business Transformation "Digital Disruption"*	TIK ICT	19 November 2020 dan 20 November - 8 Januari 2021 November 19, 2020, and November 20, 2020, to January 8, 2021	2 Peserta 2 Participants	*Online Learning*	*Workshop*
		Sekretariat Perusahaan Corporate Secretariat				

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
18	*Online Course - Digital Business Transformation "Business Analytic"*	MRTP Risk Management and Corporate Transformation	19 November 2020 dan 20 November - 8 Januari 2021 November 19, 2020, and November 20, 2020, to January 8, 2021	3 Peserta 3 Participants	*Online Learning*	Diklat Training
		Akuntansi Accounting				
		Human Capital				
19	Sertifikasi *Online - Qualified Risk Governance Professional* (QRGP) Online Certification - Qualified Risk Governance Professional (QRGP)	Dewan Komisaris Board of Commissioners	25 - 27 November 2020 November 25-27, 2020	3 Peserta 3 Participants	*Online Learning*	Sertifikasi Certification
20	Sertifikasi *Online - Qualified Risk Governance Professional* (QRGP) Online Certification - Qualified Risk Governance Professional (QRGP)	Pelayanan Services	25 - 27 November 2020 November 25-27, 2020	3 Peserta 3 Participants	*Online Learning*	Sertifikasi Certification
		Akuntansi Accounting				
		Biro Hukum dan Kepatuhan Legal and Compliance Bureau				
21	*Online Course - Digital Business Transformation*	TIK ICT	20 November - 8 Januari 2021 November 20, 2020 to January 8, 2021	1 Peserta 1 Participant	*Online Learning*	Diklat Training
22	*Online Learning* - Implikasi Undang-undang Cipta Kerja terhadap Penerapan PSAK 24 "Imbalan Kerja" Online Learning - Implications of the Job Creation Law on the Implementation of PSAK 24 on "Employee Benefits"	Akuntansi Accounting	5 - 6 November 2020 November 5-6, 2020	3 Peserta 3 Participants	*Online Learning*	Diklat Training

BULAN : DESEMBER 2020
MONTH: DECEMBER 2020

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
1	Pendidikan dan Pelatihan Tingkat *Intermediate* Angkatan II Tahun 2020 2020 Intermediate Level Education and Training	*Human Capital*	16 Desember 2020 - 15 Maret 2021 December 16, 2020 - March 15, 2021	23 Peserta 23 Participants	*Online Learning*	Diklat Training
2	IHT Dasar-Dasar Audit Tahun 2020 IHT on Audit Fundamentals 2020	*Human Capital*	2 - 9 Desember 2020 December 2-9, 2020	12 Peserta 12 Participants	*Online Learning*	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
3	IHT Audit Operasional Tahun 2020 IHT on Operational Audit 2020	*Human Capital*	10 - 17 Desember 2020 December 10-17, 2020	25 Peserta 25 Participants	*Online Learning*	Sertifikasi Certification
4	Pelatihan *Online Flash Storage - Pure Storage Solution* Flash Storage Online Training - Pure Storage Solution	TIK ICT	21-23 Desember 2020 December 21-23, 2020	4 Peserta 4 Participants	*Online Learning*	Diklat Training
5	*Online Learning - Behaviour Based Safety*	MRTP Risk Management and Corporate Transformation	17-18 Desember 2020 December 17-18, 2020	5 Peserta 5 Participants	*Online Learning*	*Workshop*
		Pelayanan Services				
		Sekretariat Perusahaan Corporate Secretariat				
		Keuangan Finance				
		Akuntansi Accounting				
7	*Online Learning - Bond Default*	Investasi Investment	15 Desember 2020 December 15, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
8	*Internasional Conference - Risk Beyond 2020 "Reimagine the Future"*	Direktur SDM dan Umum Director of HR and General Affairs	7 - 10 Desember 2020 December 7-10, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
9	*Online Learning - Behaviour Based Safety*	Umum General Affairs	17 - 18 Desember 2020 December 17-18, 2020	5 Peserta 5 Participants	*Online Learning*	*Workshop*
		Human Capital				
		MRTP Risk Management and Corporate Transformation				
		Umum General Affairs				
		Umum General Affairs				
10	*Renewal* Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Renewal of Online Risk Management Certification - Certified Risk Governance Professional (CRGP)	Direktur SDM dan Umum Director of HR and General Affairs	2 - 3 Desember 2020 December 2-3, 2020	1 Peserta 1 Participant	*Online Learning*	Sertifikasi Certification

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
11	*Renewal* Sertifikasi Manajemen Risiko *Online - Certified Risk Governance Professional* (CRGP) Renewal of Online Risk Management Certification - Certified Risk Governance Professional (CRGP)	Dewan Komisaris Board of Commissioners	2 - 3 Desember 2020 December 2-3, 2020	3 Peserta 3 Participants	*Online Learning*	Sertifikasi Certification
		Dewan Direksi Board of Directors	2 - 3 Desember 2020 December 2-3, 2020	4 Peserta 4 Participants	*Online Learning*	Sertifikasi Certification
12	*Renewal Sertifikasi Manajemen Risiko Online - Certified Risk Governance Professional (CRGP)*	Pelayanan Services	2 - 3 Desember 2020 December 2-3, 2020	7 Peserta 7 Participants	*Online Learning*	Sertifikasi Certification
		Investasi Investment				
		TIK ICT				
		Umum General Affairs				
		Human Capital				
		Sekretariat Perusahaan Corporate Secretariat				
		Keuangan Finance				
13	*Master Class Program Series - "Challenges Companies Face Amid Global Slowbalization"*	Keuangan Finance	17-18 Desember 2020 December 17-18, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
14	Pendidikan dan Sertifikasi Auditor Hukum Legal Auditor Education and Certification	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	14-19 Desember 2020 December 14-19, 2020	2 Peserta 2 Participants	*Online Learning*	Sertifikasi Certification
15	*Online Learning* - Strategi Optimalisasi Pengelolaan Aset dan Properti Perusahaan Online Learning - Strategy for Company Asset and Property Management Optimization	Umum General Affairs	15-16 Desember 2020 December 15-16, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
16	*Webinar Risk Beyond : Reimagine The Future*	Satuan Pengawasan Intern Internal Audit Unit	7-10 Desember 2020 December 7-10, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
17	*National Conference "Enhancing Communication and Collaboration: Learning for Pandemic"*	Satuan Pengawasan Intern Internal Audit Unit	2 - 3 Desember 2020 December 2-3, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

No	Nama Diklat Name of Training Programs	Unit Kerja Work Unit	Pelaksanaan Date	Jumlah Peserta Number of Participants	Tempat Diklat Training Locations	Jenis Types of Training
18	*Online Directorship Program - High Performance Board*	Direktur Operasional Director of Operations Direktur MR dan TI Director of Risk Management and Information Technology	15-18 Desember 2020 December 15-18, 2020	2 Peserta 2 Participants	*Online Learning*	*Workshop*
19	*Online Directorship Program - High Performance Board*	Direktur Utama President Director	15-18 Desember 2020 December 15-18, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*
20	*Online Training - Corporate Law For Executive* "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Online Training - Corporate Law For Executive "Legal Aspects in SOE's Corporate Management"	Dewan Komisaris Board of Commissioners	15-18 Desember 2020 December 15-18, 2020	1 Peserta 1 Participant	*Online Learning*	*Workshop*

Investasi di Bidang Pengembangan SDM

Jasa Raharja memiliki komitmen yang besar untuk terus mengembangkan kompetensi dan kapasitas pegawai. Komitmen tersebut salah satunya diwujudkan dengan penyediaan anggaran pelaksanaan program pendidikan dan pelatihan pegawai yang disesuaikan dengan kebutuhan dan rencana pengembangan organisasi.

Tahun 2020, realisasi investasi di bidang program pendidikan dan pelatihan pegawai mencapai Rp17.017 juta. Jumlah tersebut menurun 52,08% dibandingkan tahun sebelumnya sebesar Rp35.509 juta. Penurunan biaya tersebut utamanya disebabkan hampir seluruh program pendidikan dan pelatihan di tahun 2020 diselenggarakan melalui metode *webinar* akibat pandemi COVID-19, sehingga lebih efisien dari sisi biaya.

Investment in Human Capital Development

The Company strongly commits to continue developing the competency and capacity of its employees. One of the commitments is realized by providing budget for the implementation of employee education and training programs according to the Company's requirements and plans for organizational development.

In 2020, the realization of the Company's investment in employee education and training programs amounted to IDR17,017 million, This amount experienced a decline by 52.08% compared to the previous year of IDR35,509 million. The decrease in expenses was mainly due to almost all education and training programs in 2020 being held through the webinar due to the COVID-19 pandemic. Thus, it resulted in more efficiency in terms of expenses.

INTERNALISASI BUDAYA PERUSAHAAN

Pada tahun 2020, Perseroan melakukan penyesuaian terhadap Budaya Perusahaan. Sebagai bagian dari perusahaan BUMN, Jasa Raharja juga telah menerapkan *core values* AKHLAK sesuai arahan Kementerian BUMN sebagai Pemegang Saham Pengendali, yang disampaikan melalui Surat Edaran KBUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara.

INTERNALIZATION OF CORPORATE CULTURE

In 2020, the Company made adjustments to the Corporate Culture. As part of a State-Owned Company, Jasa Raharja has also implemented the core values of AKHLAK in accordance with the guidance of the Ministry of SOEs as the Controlling Shareholder, which was conveyed through Ministry of SOEs' Circular Letter No. SE-7/MBU/07/2020 dated July 1, 2020 regarding the Core Values of Human Resources of State-Owned Enterprises.

Adapun akronim dari *core values* AKHLAK yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif yang dijadikan sebagai identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan di setiap BUMN. Untuk mempercepat pemahaman tentang nilai-nilai AKHLAK, manajemen melakukan implementasi terhadap seluruh Insan Jasa Raharja.

Untuk mendung penerapan core value AKHLAK, tahun 2020 Perseroan telah melakukan upaya sosialisasi dan internalisasi budaya AKHLAK tersebut. Beberapa kegiatan sosialisasi dan internalisasi yang telah dan terus dilakukan Perseroan antara lain:

1. Melakukan kajian *rejuvenate culture*.
2. Rencana pengembangan Budaya Perusahaan.
3. Pembuatan buku Pedoman Rencana Pengembangan Budaya Perusahaan.
4. Sosialisasi Budaya AKHLAK kepada BOD, BOC, BOD-1 dan BOD-2.
5. Pembuatan artefak AKHLAK
   a. Pembuatan Pin AKHLAK;
   b. Pembuatan *Standing Banner* AKHLAK;
   c. Pembuatan Pemflet AKHLAK;
   d. Pembuatan panduan visual untuk publikasi melalui media cetak dan media *online*.
6. Kegiatan sosialisasi AKHLAK
   a. Lomba cipta lagu – Ber-AKHLAK untuk Indonesia;
   b. Lomba foto dan *quiz* AKHLAK;
   c. AKHLAK *Award*;
   d. *Video* Tik-Tok AKHLAK;
   e. Twibbon AKHLAK;
   f. *Sharing knowledge* (Ngobrol AKHLAK);
   g. *Proud* of AKHLAK;
   h. Komik AKHLAK;
   i. *Video* Sitkom AKHLAK.

PENANGANAN PANDEMI

Tahun 2020, dunia dan juga Indonesia dilanda oleh pandemi COVID-19. Wabah yang telah ditetapkan Pemerintah sebagai Bencana Nasional Non Alam ini telah merenggut puluhan ribu nyawa dan mengubah tatanan kehidupan seluruh masyarakat.

Sebagai bagian dari pengendalian pandemi, Pemerintah juga menerapkan berbagai aturan, salah satunya menjalankan Pembatasan Sosial Berskala Besar (PSBB) yang juga berimbas bagi setiap pelaku usaha. Salah satu aturan PSBB yang sangat berimbas terhadap operasional Perseroan adalah pembatasan jumlah pegawai yang diperbolehkan untuk tetap bekerja di kantor.

The acronyms for the core values of AKHLAK namely Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive) and Kolaboratif (Collaborative) serves to identify and unify work culture which support continuous performance improvement in every SOEs. To accelerate comprehension of AKHLAK values, management implements these values to all Jasa Raharja Personnel.

To support the implementation of the core values of AKHLAK, in 2020 the Company has conducted efforts to disseminate and internalize the culture of AKHLAK. Some of the dissemination and internalization activities which have been and continue to be performed by the Company include:

1. Conduct a study on rejuvenate culture.
2. Corporate Culture development plan.
3. Drafting of the Guidelines book for the Corporate Culture Development Plan.
4. Dissemination of AKHLAK Culture to BOD, BOC, BOD-1 and BOD-2.
5. Creation of AKHLAK goods
   a. Creating AKHLAK Pins;
   b. Making AKHLAK Standing Banner;
   c. Creating AKHLAK Pamphlet;
   d. Establishing visual guides for publication through print and online media.
6. AKHLAK Dissemination activities
   a. Songwriting Contest with the theme – Ber-AKHLAK untuk Indonesia;
   b. AKHLAK Photo contest and quiz;
   c. AKHLAK Award;
   d. AKHLAK Tik-Tok videos;
   e. AKHLAK Twibbons;
   f. Knowledge Sharing (AKHLAK Discussion);
   g. Proud of AKHLAK activities;
   h. AKHLAK comics;
   i. AKHLAK Video Sitcom.

PANDEMIC HANDLING

In 2020, the world, and ultimately, Indonesia, was hit by the Covid-19 pandemic. This epidemic, which has been designated by the Government as a Non-Natural National Disaster, has claimed tens of thousands of lives and changed the life of the entire community.

As a part of pandemic controlling measures, the Government has also implemented various rules, one of which is implementing Large-Scale Social Restrictions (PSBB) which also affects every business doer. One of the PSBB rules that greatly impacted the Company's operations was the limitation on the number of employees allowed to continue working in the office.

Menghadapi kondisi pandemi COVID-19, Perseroan juga telah membentuk *Task Force* Penanganan COVID-19 yang dituangkan melalui Keputusan Direksi No. Kep/110/2020 tanggal 14 Mei 2020 tentang Pembentukan *Task Force* Penanganan COVID-19 sebagai Antisipasi Skenario *The New Normal*.

Sesuai dengan perkembangan kondisi pandemi, Keputusan Direksi tersebut telah dua kali mengalami perubahan, yaitu melalui Keputusan Direksi No. Kep/13/2021 tanggal 15 Februari 2021 tentang Perubahan Atas Keputusan Direksi No. Kep/110/2020 tanggal 14 Mei 2020 tentang Pembentukan *Task Force* Penanganan COVID-19 sebagai Antisipasi Skenario *The New Normal* dan terakhir melalui Keputusan Direksi No. Kep/81/2021 tanggal 28 Mei 2021 tentang Perubahan Kedua Atas Keputusan Direksi No. Kep/110/2020 tanggal 14 Mei 2020 tentang Pembentukan *Task Force* Penanganan COVID-19 sebagai Antisipasi Skenario *The New Normal*.

Adapun susunan keanggotaan *task force* penanganan COVID-19 adalah sebagai berikut:

The Company has also established a Task Force to manage COVID-19 pandemic, as outlined in the Decree of the Board of Directors No. Kep/110/2020 dated May 14, 2020 regarding the Establishment of the COVID 19 Management Task Force as Anticipation of The New Normal Scenario.

In accordance with the development of pandemic conditions, the Decree of the Board of Directors has been amended twice, namely through the Decree of the Board of Directors No. Kep/13/2021 dated February 15, 2021 concerning Amendments to the Decree of the Board of Directors No. Kep/110/2020 dated May 14, 2020 regarding the Establishment of the COVID 19 Management Task Force as Anticipation of The New Normal Scenario, and finally through the Decree of the Board of Directors No. Kep/81/2021 dated May 28, 2021 concerning the Second Amendment to the Decree of the Board of Directors No. Kep/110/2020 dated May 14, 2020 regarding the Establishment of the COVID 19 Management Task Force as Anticipation of The New Normal Scenario.

The composition of the COVID 19 management task force is as follows:

Pembina **Advisor**	Direksi Board of Directors
Ketua Chairperson	Direktur SDM dan Umum Director of HR and General Affairs
Sekretaris **Secretary**	Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan Head of Risk Management and Corporate Transformation Division
Wakil Sekretaris **Deputy Secretary**	Kepala Urusan Manajemen Risiko Keuangan dan Teknologi Informasi Head of Financial Risk Management and Information Technology
Anggota Members	*Task Force* Keselamatan Jiwa Pegawai dan Keluarga 1. Kepala Divisi *Human Capital* 2. Kepala Urusan Layanan dan Keterikatan Pegawai 3. Kepala Urusan Pengembangan *Human Capital* 4. Kepala Seksi Keterikatan Pegawai 5. Kepala Seksi Pembelajaran dan Pengembangan 6. Kepala Seksi Pengelolaan Kinerja dan Sistem Informasi 7. Kepala Seksi Risiko *Human Capital* dan Umum 8. Kepala Seksi Risiko Operasional 9. Staf Administrasi Tk I Divisi HC (M. Rahadian Yusuf) 10. Staf Administrasi Tk I Divisi HC (Yulia Dyah Anggraeni) 11. Staf Administrasi Tk I Divisi MRTP (Hendra) 12. Staf Administrasi Tk I Divisi MRTP (Ana Kristiana) Employee and Family Life Safety Task Force 1. Head of Human Capital Division 2. Head of Service and Employee Engagement 3. Head of Human Capital Development Affairs 4. Head of Employee Engagement Section 5. Head of Learning and Development Section 6. Head of Performance Management and Information Systems Section 7. Head of Human Capital and General Risk Section 8. Head of Operational Risk Section 9. Level I Administration Staff of HC Division (M. Rahadian Yusuf) 10. Level I Administration Staff of HC Division (Yulia Dyah Anggraeni) 11. Level I Administration Staff of Risk Management and Corporate Transformation Division (Hendra) 12. Level I Administration Staff Risk Management and Corporate Transformation Division (Ana Kristiana)

	Task Force Kelangsungan Usaha 1. Kepala Divisi Asuransi 2. Kepala Divisi Pelayanan 3. Kepala Divisi Keuangan 4. Kepala Divisi Akuntansi 5. Kepala Divisi Investasi 6. Kepala Urusan Iuran Wajib 7. Kepala Urusan Pelayanan Santunan 8. Kepala Urusan Perencanaan Keuangan dan Pengelolaan Kinerja 9. Kepala Urusan Verifikasi 10. Kepala Urusan Transformasi Perusahaan 11. Kepala Urusan MR Operasional 12. Kepala Bagian Bantuan Hukum 13. Kepala Seksi Administrasi Pengawasan 14. Kepala Seksi Penelitian Model Bisnis 15. Staf Administrasi Tk I Divisi Asuransi (Novita Rizky A) 16. Staf Administrasi Tk I Divisi MRTP (Satya Primadi) 17. Staf Administrasi Tk I Divisi MRTP (Sulistyaning Rahayu) Business Continuity Task Force 1. Head of Insurance Division 2. Head of Service Division 3. Head of Finance Division 4. Head of Accounting Division 5. Head of Investment Division 6. Head of Compulsory Premium Division 7. Head of Compensation Service 8. Head of Financial Planning and Performance Management 9. Head of Verification Affairs 10. Head of Corporate Transformation Affairs 11. Head of Operational MR Affairs 12. Head of Legal Aid 13. Head of Supervision Administration Section 14. Head of Business Model Research Section 15. Level I Administrative Staff of Insurance Division (Novita Rizky A) 16. level I Administration Staff of Risk Management and Corporate Transformation Division (Satya Primadi) 17. Level I Administration Staff of Risk Management and Corporate Transformation Division (Sulistyaning Rahayu)
	Task Force Fasilitas 1. Kepala Divisi Umum 2. Kepala Urusan Pengadaan dan Pengelolaan Aset 3. Kepala Urusan Rumah Tangga 4. Kepala Seksi Pemeliharaan 5. Kepala Seksi Risiko Investasi dan TI 6. Kepala Seksi Pengadaan Belanja Rutin 7. Staf Administrasi Tk I Divisi Umum (Meidian Sidiq) 8. Pelaksana Administrasi Tk III Divisi Umum (Peppy Lia S) Facility Task Force 1. Head of General Division 2. Head of Procurement and Asset Management Affairs 3. Head of Household Affairs 4. Head of Maintenance 5. Head of Investment Risk and IT Section 6. Head of Routine Procurement Section 7. Level I Administrative Staff of General Division (Meidian Sidiq) 8. Level III Administration of General Affairs Division (Peppy Lia S)

	Task Force Teknologi 1. Kepala Divisi Teknologi Informasi dan Komunikasi 2. Kepala Urusan Sistem dan Aplikasi Teknologi Informasi 3. Kepala Urusan Infrastruktur dan layanan Teknologi Informasi 4. IT Operations Madya Tk II (A. Sumaryo) 5. Fungsional Madya Tk. II Divisi TIK (Ali Imran Poeloengan) 6. IT Operations Madya Tk II (I Wayan Gede Putrayasa) 7. IT Business Analyst Pratama (Respati Irfan AS) 8. Staf Administrasi Tk I Divisi TIK (Fahmi Rizkiyudha) 9. Staf Administrasi Tk I Divisi TIK (M.Shidiq Pamungkas) Technology Task Force 1. Head of Information and Communication Technology Division 2. Head of Information Technology System and Application Affairs 3. Head of Information Technology Infrastructure and Services 4. Level II IT Operations Senior Officer (A. Sumaryo) 5. Level II ITC Functions Division Senior Officer (Ali Imran Poeloengan) 6. Level II IT Operations Senior Officer (I Wayan Gede Putrayasa) 7. IT Business Analyst Assistant (Respati Irfan AS) 8. Level I Administration Staff of the ICT Division (Fahmi Rizkiyudha) 9. Level I Administrative Staff of ICT Division (M.Shidiq Pamungkas)
	Task Force Sosialisasi dan Interaksi Internal serta Eksternal 1. Sekretaris Perusahaan 2. Kepala Satuan Pengawasan Intern 3. Kepala Biro Hukum dan Kepatuhan 4. Kepala Urusan Sekretariat dan Protokoler 5. Kepala Urusan Humas 6. Kepala Bagian Administrasi Hukum 7. Kepala Seksi Jurnalistik 8. Kepala Seksi Publikasi 9. Staf Administrasi Tk I Sekretariat Perusahaan (Vierdy Sulfianto R) Internal and External Dissemination and Interaction Task Force 1. Corporate Secretary 2. Head of Internal Audit Unit 3. Head of Legal and Compliance Bureau 4. Head of Secretariat and Protocol Affairs 5. Head of Public Relations Affairs 6. Head of Legal Administration 7. Head of Journalism Section 8. Head of Publication Section 9. Level I Administrative Staff of Corporate Secretariat (Vierdy Sulfianto R)

DEMOGRAFI PEGAWAI

Jasa Raharja berupaya untuk menciptakan organisasi yang efektif dan efisien. Karena itu Perseroan menerapkan strategi rekrutmen yang terukur sesuai dengan kebutuhan Perseroan.

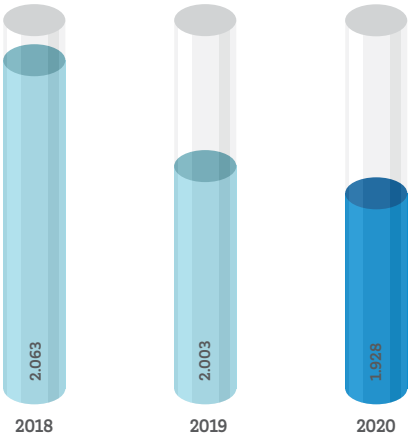
Tahun 2020, jumlah pegawai Jasa Raharja adalah sebanyak 1.928 orang, turun 3,74% dibandingkan tahun sebelumnya sebanyak 2.003 orang.

EMPLOYEE DEMOGRAPHICS

Jasa Raharja strives to create an effective and efficient organization. Therefore, the Company implements a measurable recruitment strategy in accordance with the Company's needs.

In 2020, the number of Jasa Raharja's employees was 1,928 people, a increase of 3.74% when compared to the previous year's number of 2,003 people.

Jumlah Pegawai Jasa Raharja 2018-2020
Number of Employees of Jasa Raharja 2018-2020



Komposisi Pegawai Berdasarkan *Gender*
Employee Composition by Gender

Gender	2020		2019	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
Laki-laki | Male	1.464	75,93%	1.534	76,6%
Perempuan | Female	464	24,07%	469	23,4%
Jumlah | *Total*	**1.928**	**100,00%**	**2.003**	**100,0%**

Komposisi Pegawai Berdasarkan Usia
Employee Composition by Age

Rentang Usia Age Range	2020		2019	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
>50 tahun | years old	132	6,85%	152	7,59%
>46 – 50 tahun | years old	122	6,33%	131	6,54%
>41 – 45 tahun | years old	157	8,14%	153	7,64%
>36 – 40 tahun | years old	388	20,12%	295	14,73%
>31 – 35 tahun | years old	463	24,01%	522	26,06%
>26 – 30 tahun | years old	504	26,14%	487	24,31%
<= 25 tahun | years old	162	8,40%	263	13,13%
Jumlah | *Total*	**1.928**	**100,00%**	**2.003**	**100,0%**

Komposisi Pegawai Berdasarkan Jenjang Pendidikan
Employee Composition by Education Level

Jenjang Pendidikan Education Range	2020		2019	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
SD | Elementary School	1	0,05%	1	0,05%
SMP sederajat Junior High School and equivalent	5	0,26%	6	0,30%
SMA sederajat High School and equivalent	256	13,28%	361	18,02%
D3 | Diploma	159	8,25%	146	7,29%
S1 | Bachelor's Degree	1.276	66,18%	1.322	66,00%
S2 | Master's Degree	228	11,83%	165	8,24%
S3 | Doctoral Degree	3	0,16%	2	0,1%
Jumlah | *Total*	**1.928**	**100,00%**	**2.003**	**100,0%**

Komposisi Pegawai Berdasarkan *Job Grade*
Employee Composition by Job Grade

Tingkat Jabatan Employment Level	2020	
	Jumlah Total	Komposisi Composition
A	0	0,00%
B	17	0,88%
C	14	0,73%
D	16	0,83%
E	5	0,26%
F	45	2,33%
G	66	3,42%
H	81	4,20%
I	140	7,26%
J	3	0,16%
K	824	42,74%
L	323	16,75%
M	394	20,44%
Jumlah | *Total*	**1.928**	**100,00%**

Komposisi Pegawai Berdasarkan Status Kepegawaian

Employee Composition by Employment Status

Status Pegawai Employment Status	2020		2019	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
Pegawai Tetap | Permanent Employee	1.876	97,30%	1.872	93,46%
Calon Pegawai | Employee Candidate	52	2,70%	131	6,54%
Jumlah | *Total*	**1.928**	**100,00%**	**2.003**	**100,0%**

Komposisi Pegawai Berdasarkan Wilayah Kerja

Employee Composition by Work Area

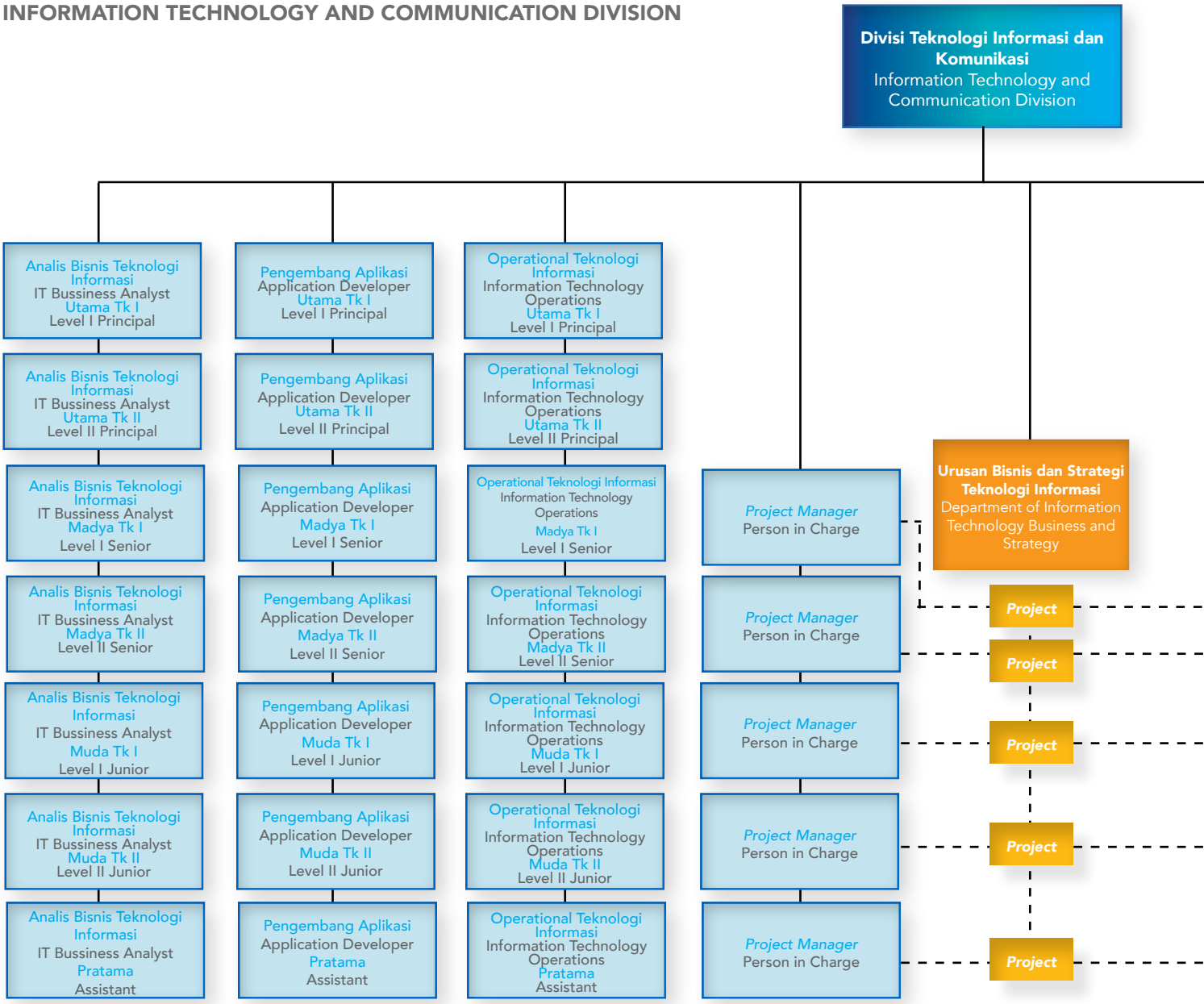
Status Pegawai Employment Status	2020		2019	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
Kantor Pusat | Head Office	248	12,86%	243	12,13%
Kantor Cabang | Branch Office	1.680	87,14%	1.760	87,87%
Jumlah | *Total*	**1.928**	**100,00%**	**2.003**	**100,0%**

TEKNOLOGI INFORMASI
INFORMATION TECHNOLOGY

Bagi Jasa Raharja, Teknologi Informasi (TI) memiliki peran penting dalam menunjang proses bisnis. Oleh karena itu, Perseroan berkomitmen untuk terus meningkatkan kapasitas TI serta mengikuti perkembangannya untuk diterapkan dalam rangka mendukung produktivitas kerja yang optimal. Dengan demikian, keberadaan TI diharapkan mampu mendukung target-target yang telah ditentukan.

ORGANISASI PENGELOLA TEKNOLOGI INFORMASI
Dalam struktur organisasi Perusahaan, fungsi perencanaan, pengembangan, pengelolaan, dan dukungan layanan TI berada di bawah Divisi Teknologi Informasi dan Komunikasi (TIK). Divisi ini dikepalai oleh seorang Kepala Divisi yang diangkat dan diberhentikan oleh Direksi dan bertanggung jawab kepada Direktur Manajemen Risiko dan Teknologi Informasi. Berdasarkan Keputusan Direksi No. KEP/299/2019 tanggal 27 Desember 2019 tentang Perubahan Kedua Atas Keputusan Direksi No. KEP/218/2018 tanggal 13 November 2018 Tentang Struktur Organisasi Perusahaan, struktur organisasi Divisi Teknologi Informasi dan Komunikasi adalah sebagai berikut:

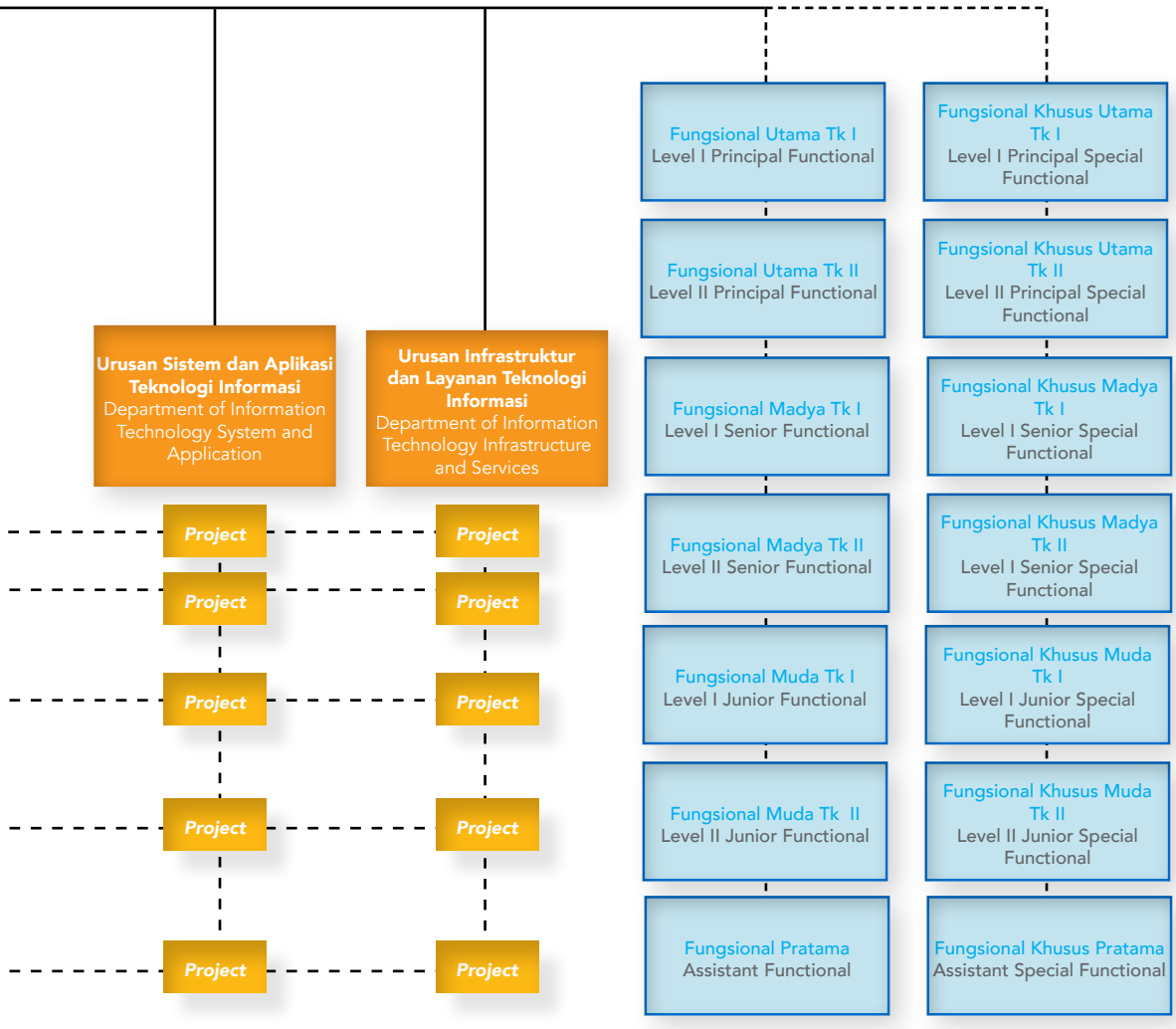
STRUKTUR ORGANISASI DIVISI TEKNOLOGI INFORMASI DAN KOMUNIKASI
ORGANIZATION STRUCTURE OF INFORMATION TECHNOLOGY AND COMMUNICATION DIVISION



For Jasa Raharja, Information Technology (IT) has an important role in supporting business processes. Therefore, the Company is committed to continuously improving IT capacity and following its developments to be implemented in order to support optimal work productivity. Therefore, the existence of IT is expected to be able to support the targets that have been determined.

INFORMATION TECHNOLOGY MANAGEMENT ORGANIZATIONS

In the Company's organization structure, the functions of planning, developing, managing, and supporting IT services are under the Information Technology and Communication (ITC) Division. This division is headed by a Division Head who is appointed and dismissed by the Board of Directors and is responsible to the Director of Risk Management and Information Technology. Based on the Decree of the Board of Directors No. KEP/299/2019 dated December 27, 2019 regarding the Second Amendment to the Decision of the Board of Directors No. KEP/218/2018 dated November 13, 2018 Regarding the Company's Organization Structure, the organization structure of the Information Technology and Communication Division is as follows:



Tugas dan Tanggung Jawab Divisi TIK

1. Mengelola teknologi informasi dan komunikasi di Kantor Pusat maupun Kantor Cabang;
2. Memberikan rekomendasi tentang strategi pengelolaan informasi kepada manajemen, termasuk menciptakan, menyediakan, mengakses, dan mengomunikasikan informasi sesuai tanggung jawabnya dalam mendukung kegiatan usaha Perseroan;
3. Mengkaji, mengukur kinerja dan efektivitas penerapan kebijakan dan ketercapaian sasaran serta melaporkan hasilnya kepada manajemen untuk ditinjau sebagai bahan pengambilan keputusan;
4. Melakukan tindakan perbaikan dan pencegahan yang diperlukan berdasarkan hasil pemeriksaan (audit) internal/eksternal dan tinjau ulang manajemen atau informasi relevan lainnya untuk meningkatkan Tata Kelola TIK secara berkesinambungan.

Profil Kepala Divisi Teknologi Informasi

Profil Tri Haryanto, M.Kom,MPM,CRGP, COBIT, ITIL, TOGAF sebagai Kepala Divisi TIK dapat dilihat pada bagian Profil Pejabat Senior pada Bab Profil Perusahaan.

ROAD MAP PENGEMBANGAN TI

Perseroan telah menyusun *roadmap Information Communication and Technology* (ICT) *Roadmap* periode 2020-2023 sebagai berikut:

Roles and Functions of ITC Division

1. Managing information and communication technology in the Head Office and in Branch Offices;
2. Providing recommendation concerning information management strategy to the management, including creating, providing, accessing, and communicating information based on their responsibility in supporting the Company's business activities;
3. Reviewing, assessing performance and effectivity of policy implementation and achievement of target, as well as reporting the result to the management to be reviewed for bases of decision-making;
4. Implementing corrective actions and prevention required based on internal/external (audit) checking and management review or other relevant information to improve ITC Governance continuously.

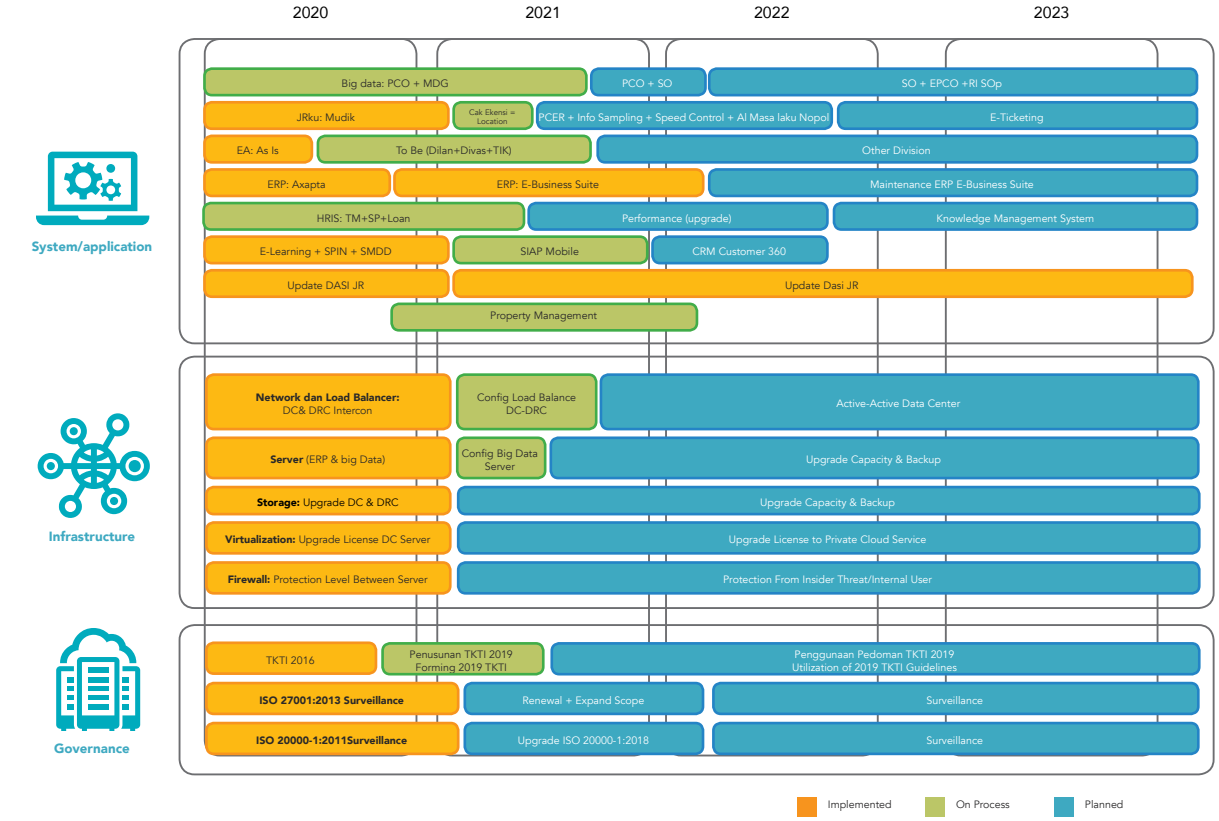
Profile of ITC Division Head

The profiles of Tri Haryanto, M.Kom, MPM, CRGP, COBIT, ITIL, TOGAF as Head of the ITC Division can be seen in the Profile of Senior Officers in the Company Profile Chapter.

IT DEVELOPMENT ROAD MAP

The Company has compiled an Information Communication and Technology (ITC) Roadmap for the 2020-2023 period as follows:

ICT *ROADMAP*



Fokus pengembangan ICT di Jasa Raharja adalah pada tiga bidang utama, yaitu sistem/aplikasi, infrastruktur dan tata kelola. ICT *Roadmap* 2020-2023 merupakan kelanjutan dari *roadmap* sebelumnya.

PROGRAM STRATEGIS TAHUN 2020

Sepanjang tahun 2020, Divisi TIK telah menjalankan program kerja dalam melakukan pengembangan program dan aplikasi pendukung untuk menciptakan proses kerja yang efektif dan efisien, antara lain:

1. *Channel* Pembayaran Samolnas
   Bekerja sama dengan korlantas untuk mensinergikan antar aplikasi *mobile* sehingga Aplikasi *Mobile* milik Jasa Raharja yaitu JRku memiliki kemampuan untuk melakukan pembayaran Pajak Kendaraan Bermotor tiap tahunnya yang sekaligus melunasi SWDKLLJ yang merupakan kewajiban bagi setiap pemilik kendaraan. Melalui kerja sama ini diharapkan masyarakat semakin memiliki banyak pilihan untuk melakukan transaksi pembayaran PKB dan SWDKLLJ setiap tahunnya dan secara tidak langsung menumbuhkan sikap patuh terhadap kewajiban oleh karena JRku mempunyai fitur pengingat masa berlaku jatuh tempo SWDKLLJ yang mana bertujuan menghindari masyarakat pemilik kendaraan lupa akan kewajibannya.

The focus of ICT development at Jasa Raharja is on three main areas, namely on systems/applications, infrastructure, and governance. The ICT Roadmap 2020-2023 is a continuation of the previous roadmap.

2020 ITC DIVISION STRATEGIC PROGRAM

Throughout 2020, the ITC Division has carried out work programs in developing supporting programs and applications to create effective and efficient work processes, including:

1. Samolnas Payment Channel
   Collaborate with the Traffic Unit to synergize across mobile applications so that Jasa Raharja's Mobile Application, namely JRku, has the ability to pay Motor Vehicle Taxes (PKB) annually which also pays off SWDKLLJ which is an obligation for every vehicle owner. Through this collaboration, it is hoped that the community will have more choices to make payment transactions for PKB and SWDKLLJ every year and indirectly foster an attitude of obedience to obligations because JRku has a reminder feature of the expiration date of SWDKLLJ which aims to prevent people who own vehicles from forgetting their obligations.

2. *Cross Selling* JR-JP
Jasaraharja Putera sebagai anak perusahaan, Jasa Raharja sudah barang tentu akan melakukan hal yang dapat mendukung kinerja anak perusahaannya tersebut. Salah satu bentuk dukungan adalah adanya inisiatif *cross selling*. Meskipun secara bisnis Jasa Raharja hanya mengelola penugasan dari pemerintah, namun jaringan konektivitas yang dimiliki Jasa Raharja dapat membantu memperluas cakupan pelayanan akan produk yang dimiliki Jasaraharja Putera. Dukungan teknologi Informasi melalui aplikasi *mobile* membuat kerja sama ini lebih mudah dilakukan, dikontrol dan dievaluasi.

3. *Prototype Manifest e-Ticketing*
Salah satu sumber penerimaan IWKL adalah Pelabuhan Rakyat yang tersebar di berbagai pelosok NKRI. Pengelolaan Pelabuhan Rakyat (Pelra) ini berbeda-beda di setiap wilayah. Ada yang sudah baik dalam pengelolaannya dan ada pula yang seadanya. Tergantung dari padat tidaknya pelayaran yang dilayani. Jasa Raharja melihat ini terpanggil untuk memberikan sumbangsih untuk memperbaiki keadaan dan tentunya manfaat yang bisa diperoleh kembali jika hal ini berjalan dengan baik. Untuk itu dipilihlah salah satu Pelra untuk menjadi *prototype* dalam implementasi aplikasi pencatatan manifest bagi para penumpang kapal yang dilayanani. *Prototype* ini menjadi panduan dalam menyusun system yang lebih baik dan bisa diimplementasikan di berbagai Pelra yang ada. Program ini berlanjut untuk wilayah yang lebih luas di tahun 2021.

4. Layanan Cek Status Kendaraan dengan Pegadaian
Jasa Raharja sebagai pengelola Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan sudah tentu memiliki data kendaraan dan kondisi pelunasan PKB dan SWDKLLJ yang ada di seluruh Indonesia. Data ini bisa membantu pihak lain dalam mengambil keputusan. Salah satunya Pegadaian yang di mana dalam bisnisnya berkaitan dengan kendaraan bermotor yaitu saat menjadikan kendaraan bermotor seseorang sebagai jaminan. Untuk itu dibukalah kerja sama Jasa Raharja dengan Pegadaian dalam hal memastikan masa berlaku kendaraan bermotor di setiap transaksi yang melibatkan kendaraan tersebut di Pegadaian. Harapan Jasa Raharja dengan kerja sama ini adalah memberikan awareness kepada masyarakat akan pentingnya melunasi PKB dan SWDKLLJ.

5. SiVera
Berdasarkan penugasan pemerintah melalui UU 33 dan 34 Tahun 1964 jo PP 17 dan 18 tahun 1965 bahwa Jasa Raharja berkewajiban memberikan santunan berupa penggantian biaya pengobatan/perawatan korban kecelakaan angkutan penumpang umum dan kecelakaan lalu lintas jalan yang

2. Cross Selling JR-JP
Jasa Raharja of course will conduct matters that can support the performance of Jasaraharja Putera as a subsidiary. One form of support is the existence of cross selling initiatives. Even though Jasa Raharja only manages assignments from the government in business, the connectivity network owned by Jasa Raharja can help expand the scope of services for Jasaraharja Putera's products. Information technology support through mobile applications makes this collaboration easier to do, control and evaluate.

3. Prototype Manifest e-Ticketing
One of the sources of IWKL revenue is the People's Port which is spread across various corners of the Republic of Indonesia. The management of the People's Port (Pelra) is different in each region. Some are already well managed and some are mediocre, depending on the density of the cruise served. Seeing the fact, Jasa Raharja feels the call to contribute to improving the situation, and of course reap the benefits that can be obtained if this goes well. For this reason, one people's port was chosen to be a prototype in the implementation of the manifest recording application for the passengers of the ships served. This prototype is a guide in developing a better system and can be implemented in various existing people's ports. This program continues for the wider region in 2021.

4. Vehicle Status Check Service with Pegadaian
Jasa Raharja as the manager of the Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ), of course, has vehicle data and conditions for paying off PKB and SWDKLLJ throughout Indonesia. This data can help other parties in making decisions. One of them is Pegadaian, which in its business is related to motorized vehicles, namely when making someone's motor vehicle as collateral. For this reason, Jasa Raharja's collaboration with Pegadaian is opened in terms of ensuring the validity period of motorized vehicles in every transaction involving the vehicle at Pegadaian. Jasa Raharja's expectation with this collaboration is to provide awareness to the public about the importance of paying off the PKB and SWDKLLJ.

5. SiVera
Based on the government's assignment through Law 33 and 34 of 1964 in conjunction with PP 17 and 18 of 1965, Jasa Raharja is obliged to provide compensation in the form of reimbursement of medical expenses/treatments for victims of public passenger transport accidents and road traffic

dialami oleh para korban. Untuk menjamin dan memudahkan layanan ini, Jasa Raharja telah bekerja sama dengan berbagai Rumah Sakit Pemerintah dan Swasta di seluruh Indonesia agar dapat memberikan jaminan perawatan kepada korban dimaksud tanpa memungut biaya kepada korban/keluarganya melainkan akan menagihkannya ke Jasa Raharja. Untuk mempercepat proses validasi ini dijalinlah kerja sama dengan salah satu provider verifikasi biaya rawatan yaitu AdMedika. *Benefit* yang bisa didapatkan adalah:

a. Mendapatkan kemudahan *cost monitoring day to day* secara *realtime;*
b. Dapat meminimalisasi *fraud* dan *abuse;*
c. Terdapat standarisasi biaya pelayanan kesehatan;
d. Adanya *dedicated team* yang terdiri dari dokter dan perawat;
e. Mengurangi *billing* yang bisa menumpuk terlalu lama di provider/RS;
f. Meningkatkan akurasi data dan *case management* yang beroperasi selama 24/7;
g. Memastikan layanan kesehatan yang *cost effective* sesuai dengan lingkup jaminan kesehatan;
h. Layanan *Bigdata* & *health Intelligence*.

6. SiDiTa

Era digital semakin berkembang. Di seluruh kegiatan masyarakat berangsur-angsur diubah dalam bentuk digital. Salah satunya adalah persuratan dinas perusahaan. Guna mengikuti perkembangan yang semakin cepat, di mana salah satunya dibutuhkan kecepatan namun tidak mengurangi akurasi dan validasi, maka diimplementasikannya Sistem Tanda Tangan Digital pada surat dinas perusahaan. Hal ini bertujuan untuk memudahkan proses persuratan, tidak perlu menunggu bertemu langsung dengan pejabat yang berwenang dalam menandatangani surat dinas namun bisa dilakukan secara jarak jauh (*Online*), namun tetap dapat dipastikan keasliannya. Untuk itu dilakukan kerja sama dengan Peruri untuk mengakomodasi pembubuhan tanda tangan secara digital ini.

7. Pengembangan HRIS (*Human Resource Information System*)

HRIS merupakan salah satu bentuk digitalisasi pada bisnis proses terkait Pegawai. Pengembangan HRIS telah dilakukan sejak tahun 2017 dan pada tahun 2020 dilakukan pengembangan sebagai berikut:

a. HRIS *Modul Talent Management*

Modul Talent Management secara umum digunakan untuk melakukan pemetaan pegawai berdasarkan kompetensi dan kinerjanya dalam bentuk *Nine Box Analysis*. Hasil dari pemetaan ini salah satunya dapat dijadikan sebagai rujukan dalam menyusun *Individual Development Plan* (IDP) masing-masing pegawai.

accidents experienced by the victims. To guarantee and facilitate this service, Jasa Raharja has collaborated with various Government and Private Hospitals throughout Indonesia in order to provide guaranteed care for the victim without charging the medical fees to the victim/his family but will charge to Jasa Raharja. To speed up the validation process, a collaboration was established with one of the providers for healthcare services cost verification, namely AdMedika. Benefits which can be obtained, as follows:

a. Easy cost monitoring day to day in real time;
b. Can minimize fraud and abuse;
c. There is a standardization of the cost of health services;
d. There is a dedicated team consisting of doctors and nurses;
e. Reduce billing that can accumulate for too long at the provider/hospital;
f. Improve data accuracy and case management that operates 24/7;
g. Ensure cost effective health services in accordance with the scope of health insurance;
h. Bigdata & health intelligence services.

6. SiDiTa

The digital era is growing. All community activities are gradually being transformed into digital form. One of them is company official letter. In order to keep up with increasingly fast developments, one which requires speed but does not reduce accuracy and validation, a Digital Signature System is implemented on the Company official letters. This is intended to facilitate the correspondence process. There is no need to wait to meet in person with the authorized official in signing official letters since it can be done remotely (online), with its authenticity can still be ascertained. For this reason, a collaboration was carried out with Peruri to accommodate this digital signature.

7. Development of HRIS (Human Resource Information System)

HRIS is a form of digitization in business processes related to employees. HRIS development has been carried out since 2017. In 2020, the following developments were conducted:

a. HRIS Talent Management Module

The Talent Management module is generally used to map employees based on their competencies and performance in the form of Nine Box Analysis. One of the results of this mapping can be used as a reference in preparing the Individual Development Plan (IDP) of each employee.

b. HRIS *Modul Succession Planning*
Modul Succession Planning dapat digunakan untuk melakukan pencarian kandidat untuk mengisi posisi atau jabatan tertentu dikarenakan adanya mutasi atau pensiun. Secara umum pencarian dimulai dengan memasukan kriteria untuk mendapatkan *long-list* dan *short-list* sehingga ditemukan pengganti pegawai yang pensiun atau mutasi tersebut.

c. HRIS *Modul Performance*
Modul Performance digunakan untuk melakukan penilaian kinerja individu dan penilaian 360 kompetensi pegawai secara periodik.

d. Penyempurnaan Modul Perjalanan Dinas
Untuk meningkatkan digitalisasi proses bisnis sesuai dengan Kebijakan Perusahaan yang baru, dilakukan pengembangan Modul Perjalanan Dinas dengan penambahan fitur integrasi dengan *maps* terkait perhitungan jarak, serta penggunaan *QR-Code*.

e. *Modul Loan*
Digitalisasi yang dilakukan di modul ini dimulai dari pengajuan pinjaman pegawai, pencatatan terhadap cicilan yang dilakukan melalui pemotongan gaji setiap bulannya sampai dengan pencatatan penyelesaiannya.

f. Penggajian Terpusat
Melalui fitur ini perusahaan melakukan perubahan mekanisme penggajian yang awalnya dilakukan secara desentralisasi dirubah menjadi sentralisasi. Item-item yang masuk dalam penggajian terpusat antara lain Penggajian dan Potongan Wajib.

g. *Single Sign On*
Fitur ini diimplementasikan untuk meningkatkan keamanan aplikasi sejalan dengan keberhasilan Jasa Raharja mendapatkan sertifikasi ISO 27001.

8. *Dashboard* GRC
Implementasi *Dashboard* GRC pada tahap awal, dilakukan dengan penyusunan *Storyboard* Prioritas Audit yang dapat digunakan oleh SPI untuk menentukan Cabang atau Unit Kerja yang perlu dilakukan audit setiap tahunnya. Penentuan tersebut berdasarkan kriteria-kriteria tertentu yang telah ditetapkan.

b. HRIS Succession Planning Module
The Succession Planning module can be used to search for candidates to fill certain positions left empty due to mutation or retirement. In general, the search begins by entering the criteria to get a long-list and a short-list so that a replacement for the retired or mutated employee is found.

c. HRIS Performance Module
The Performance module is used to evaluate individual performance and periodically assess 360 employee competencies.

d. Improved Business Travel Module
To increase the digitization of business processes in accordance with the new Company Policy, the Business Travel Module was developed with the addition of integration features with maps related to distance calculations, as well as the use of QR-Codes.

e. Loan Module
Digitization carried out in this module starts from applying for employee loans, recording installments made through monthly salary deductions until recording their completion.

f. Centralized Payroll
Through this feature, the Company made changes to the payroll mechanism, which was originally done in a decentralized manner to become centralized. Items included in the centralized payroll include Mandatory Payroll and Deductions.

g. Single Sign On
This feature is implemented to improve application security in line with Jasa Raharja's success in obtaining ISO 27001 certification.

8. GRC Dashboard
The implementation of the GRC Dashboard in the early stages is carried out by compiling an Audit Priority Storyboard that can be used by Internal Audit Unit to determine Branches or Work Units that need to be audited annually. The determination is based on certain criterias that have been determined.

REALISASI PROGRAM KERJA TI TAHUN 2020

Sebagaimana kita ketahui bahwa tahun 2020 telah menekan industri asuransi secara umum. Pemerintah banyak mengeluarkan kebijakan untuk membantu memulihkan kondisi ekonomi dan kesehatan rakyat. Hal ini menyebabkan perubahan perilaku baik konsumen maupun pegawai, tidak hanya pada bisnis asuransi tapi berlaku untuk semua bidang.

REALIZATION OF IT WORK PROGRAM IN 2020

As we know, 2020 has put pressure on the insurance industry in general. The government has issued many policies to help restore economic conditions and people's health. This causes changes in the behavior of both customers and employees, not only in the insurance business but also to all fields.

Divisi TIK Jasa Raharja, bekerja sama dengan beberapa perusahaan BUMN lainnya telah menyiapkan beberapa program digital yang dianggap dapat memudahkan nasabah dan pegawai dalam melakukan transaksi pembayaran dan melakukan administrasi antara lain:

1. JRku pada pembayaran IWKBU
   Pengembangan aplikasi *mobile* JRku memberikan kemudahan layanan Jasa Raharja bagi para Perusahaan Otobus yang hendak melakukan pembayaran luran wajib/premi khususnya IWKBU secara *cashless* dan *Online* yang dapat dilakukan melalui aplikasi JRku dengan pilihan pembayaran melalui *virtual account* BRI dan BNI yang dapat dibayarkan melalui Bank manapun, selain itu juga perusahaan otobus akan mendapatkan e-resi dan *e-receipt* sebagai bukti pembayaran IWKBU yang sah secara digital.

2. Pembayaran SWDKLLJ via Samolnas dan JRku
   Bekerja sama dengan Finnet Indonesia (bagian dari PT Telkom Indonesia), Jasa Raharja membuka layanan pembayaran SWDKLLJ yang ditautkan pada Aplikasi mobile JRku. Dengan adanya *Co-Branding* Finnet pada Aplikasi JRku, bagi masyarakat yang telah menggunakan samolnas dalam melakukan pendaftaran pajak kendaraan setiap tahun dapat melakukan pembayarannya melalui JRku, dengan memasukan ID bayar dari Aplikasi Samolnas pada Aplikasi JRku.

3. Pengarsipan dan Verifikasi Dokumen Transaksi pada SMDD

   Pengembangan Sistem Manajemen Dokumen Digital (SMDD) dilakukan dengan tujuan untuk melaksanakan pengarsipan dokumen transaksi secara digital di seluruh wilayah kerja PT Jasa Raharja serta proses digitalisasi verifikasi dokumen transaksi secara bertingkat dari loket kantor asal hingga ke Kantor Pusat. Mekanisme ini memungkinkan PT Jasa Raharja untuk menghilangkan mekanisme pengiriman dokumen secara fisik yang tentunya memberikan peningkatan efisiensi terhadap anggaran pengiriman dokumen, memberikan kemudahan dalam proses verifikasi, serta meningkatkan transparansi terhadap proses verifikasi pasca bayar dari transaksi yang ada di PT Jasa Raharja.

4. Persetujuan Transaksi melalui FPPT *Online*

   FPPT *Online* merupakan salah satu modul yang dikembangkan di aplikasi SMDD untuk mengakomodasi proses digitalisasi persetujuan Lembar Pengawal Transaksi (LPT) yang juga dikenal dengan Form Persetujuan Pembayaran Transaksi (FPPT). Mekanisme ini selanjutnya menggantikan proses persetujuan dan tanda tangan LPT secara manual melalui mekanisme persetujuan secara bertahap di Modul FPPT *Online* dengan tambahan fungsi *re-input password* untuk memverifikasi ulang pengguna pada setiap proses persetujuan

The Jasa Raharja ITC Division, in collaboration with several other state-owned companies, has prepared several digital programs that are considered to facilitate for customers and employees to make payment transactions and perform administration. These programs include:

1. JRKu on IWKBU payment
   The development of the JRku mobile application provides convenience for Jasa Raharja services for Otobus Companies who want to make mandatory/premium payments, especially IWKBU payment. Now this can be made cashless and online which done through the JRku application with payment options via BRI and BNI virtual accounts which can be paid through any bank. In addition, the bus company will get an e-receipt as proof of digitally valid IWKBU payments.

2. SWDKLLJ payment via Samolnas and JRku
   In collaboration with Finnet Indonesia (part of PT. Telkom Indonesia), Jasa Raharja opens the SWDKLLJ payment service which is linked to the JRku mobile application. With the Finnet Co-Branding on the JRku Application, people who have used Samolnas in registering vehicle taxes every year can make payments through JRku, by entering the pay ID from the Samolnas Application on the JRku Application.

3. Archiving and Verification of Transaction Documents on Digital Document Management System (SMDD)
   The development of a Digital Document Management System (SMDD) is carried out with the aim of carrying out digital archiving of transaction documents in all PT Jasa Raharja work areas and the process of digitizing transaction document verification in stages from origin office counter of origin to the Head Office. This mechanism allows PT Jasa Raharja to eliminate the mechanism for sending physical documents which of course provides increased efficiency in the document delivery budget, provides convenience in the verification process, and increases transparency in the postpaid verification process of transactions at PT Jasa Raharja.

4. Transaction Approval via Online Transaction Payment Approval Form (FPPT)
   Online FPPT is one of the modules developed in the SMDD application to accommodate the process of digitizing the approval of the Transaction Guard Sheet (LPT), also known as the Transaction Payment Approval Form (FPPT). This mechanism then replaces the manual LPT approval and signature process through a gradual approval mechanism in the FPPT Online Module with the addition of a re-input password function to re-verify users in each LPT approval process and generate a QR Code on the FPPT print page

LPT serta *generate* QR Code pada halaman cetak FPPT yang dapat di-*scan* dan divalidasi ulang untuk membuktikan keabsahan hasil cetak melalui modul FPPT *Online*. Waktu yang dibutuhkan untuk melakukan otorisasi dan verifikasi terhadap suatu pembayaran transaksi dapat dipangkas karena menunggu kehadiran pegawai/pejabat yang bersangkutan untuk melakukan prosesnya masing-masing karena bisa dilakukan secara *Online*, kapan saja dan di mana saja.

that can be scanned and re-validated to prove the validity of the prints through the FPPT Online module. The time needed to authorize and verify a payment transaction can be reduced because it can be done online, anytime and anywhere by the authorized officials.

INVESTASI BIDANG TI

Dengan kebijakan yang dikeluarkan oleh Pemerintah pada tahun 2020 terkait pandemi COVID-19 untuk melakukan kegiatan atau aktivitas di rumah, Teknologi Informasi memiliki peranan yang sangat penting agar kegiatan usaha dan operasional Perusahaan dapat tetap berjalan semaksimal mungkin. Di tahun 2020, Jasa Raharja menganggarkan biaya investasi untuk Belanja Modal (Capex) dan Belanja Rutin (Opex) Divisi TIK masing-masing sebesar Rp55.755.000.000 dan Rp50.885.000.000 dengan realisasi 91,74% (Rp51.150.022.168) dan 97,28% (Rp49.501.071.858).

IT INVESTMENT

With the policy issued by the Government in 2020 related to the Covid-19 pandemic to carry out activities at home, Information Technology has a very important role so that the Company's business activities and operations can continue to run as much as possible. In 2020, Jasa Raharja has budgeted investment costs for Capital Expenditures (Capex) and Operational Expenditures (Opex) for The ITC Division amounted to IDR55,755,000,000 and IDR50,885,000,000, respectively, with 91.74% realization (out of IDR51,150,022,168) and 97.28% (of IDR49,501,071,858).

PELATIHAN DAN PENGEMBANGAN DIVISI TI

Program pendidikan dan pelatihan SDM TIK tahun 2020 banyak yang dilangsungkan secara *Online* dikarenakan situasi pandemi hingga akhir tahun. Pelatihan bertujuan untuk meningkatkan kompetensi dan kapasitas para pegawai dalam upaya menunjang pelaksanaan tugas dan tanggung jawabnya. Hingga akhir tahun buku, jumlah pegawai Divisi TIK yang telah memiliki sertifikasi telah bertambah menjadi 30 pegawai.

Sepanjang tahun 2020, Divisi TIK telah melaksanakan pendidikan dan pelatihan sebagai berikut:

1. ITIL v.4 *Foundation* (6 Pegawai);
2. ISO/IEC 27001:2013 Lead Implementor (2 Pegawai);
3. *Pure Storage* (4 Pegawai);
4. *Managing Project with* PMBOK, Agile, dan MS Project (5 Pegawai);
5. *Business* IT *Architecture Fundamental* (5 Pegawai);
6. Oracle SOA Suite 12c: System Architecture and Administration (5 Pegawai);
7. IT *Risk Management* (3 Pegawai);
8. *Soft Skill* Sekretaris (1 Pegawai);
9. *Holistic Persuasive Communication* (1 Pegawai);
10. Cobit 2019 (1 Pegawai);
11. *Big Data–Data Engineer* (8 Orang);
12. *Big Data–Data Analytics* (392 Orang).

IT DIVISION TRAINING AND DEVELOPMENT

Many of the ITC HR education and training programs in 2020 were held online due to the pandemic situation until the end of the year. The training aims to improve the competence and capacity of employees in an effort to support the implementation of their duties and responsibilities. By the end of the financial year, the number of certified ITC Division employees has increased to 30 employees.

Throughout 2020, the ITC Division has carried out the following education and training:

1. ITIL v.4 Foundation (6 Employees);
2. ISO/IEC 27001:2013 Lead Implementor (2 Employees);
3. Pure Storage (4 Employees);
4. Managing Project with PMBOK, Agile, and MS Project (5 employees);
5. Business IT Architecture Fundamentals (5 Employees);
6. Oracle SOA Suite 12c: System Architecture and Administration(5 Employees);
7. IT Risk Management (3 Employees);
8. Secretary Soft Skill (1 Employee);
9. Holistic Persuasive Communication (1 Employee);
10. Cobit 2019 (1 Employee);
11. Big Data – Data Engineer (8 employees);
12. Big Data – Data Analytics (392 Employees).

Anggaran Pelatihan

Untuk pembiayaan biaya pelatihan SDM Divisi TIK tahun 2020 adalah sebesar Rp475.906.000, biaya tersebut adalah sebesar 85,46% dari anggaran yang telah dicadangkan oleh Jasa Raharja yaitu sebesar Rp556.850.000 dikarenakan banyaknya pelatihan yang dilangsungkan secara webinar bagi para pegawai.

Training Budget

HR training costs for the ITC Division in 2020 amounting to IDR475,906,000. This is 85.46% of the budget that has been reserved by Jasa Raharja, which is IDR556,850,000. This was due to the large number of trainings for employees held online.

TATA KELOLA TI

Tata Kelola TIK Jasa Raharja disusun dengan merujuk dan mematuhi peraturan perundang-undangan yang berlaku serta sesuai dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-03/ MBU/02/2018 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara. Secara hirarkis, Kerangka Kerja Tata Kelola TIK Jasa Raharja terdiri dari prinsip, kebijakan, standar, dan prosedur yang saling berhubungan.

Prinsip-prinsip Tata Kelola TIK di lingkungan Jasa Raharja mencakup aspek-aspek sebagai berikut:

1. Prinsip Manajemen;
2. Prinsip Organisasi;
3. Prinsip Data dan informasi;
4. Prinsip Aplikasi;
5. Prinsip Teknologi; dan
6. Prinsip Keamanan Informasi.

Kebijakan tata kelola TIK yang mencakup:

1. Kebijakan Manajemen Keamanan Informasi;
2. Kebijakan Manajemen Layanan TIK;
3. Kebijakan Manajemen Risiko TIK; dan
4. Kebijakan Manajemen Proyek TIK.

IT GOVERNANCE

Jasa Raharja's ITC Governance is prepared by referring to and complying with the applicable laws and regulations and in accordance with the Regulation of the Minister of State-Owned Enterprises No. PER-03/ MBU/02/2018 concerning Guidelines for Compilation of Information Technology Management for State-Owned Enterprises. Hierarchically, Jasa Raharja's ITC Governance Framework consists of interrelated principles, policies, standards, and procedures.

ITC Governance Principles of the Company cover the aspects as follows:

1. Management Principle;
2. Organization Principle;
3. Data and Information Principle;
4. Application Principle;
5. Technology Principle; and
6. Information Security Principle.

ITC governance policy that cover:

1. Information Security Management Policy;
2. ITC Service Management Policy;
3. ITC Risk Management Policy; and
4. ITC Project Management Policy.

Tujuan Penerapan Tata Kelola Teknologi Informasi

Tujuan penerapan tata kelola teknologi informasi adalah mengontrol penggunaannya dalam memastikan bahwa kinerja TI telah sesuai dengan tujuan Perseroan.

1. Memberikan suatu kerangka kerja bagi perencanaan dan pengelolaan Teknologi Informasi dan Komunikasi (TIK) yang selaras dan terintegrasi dengan strategis bisnis Perseroan;
2. Mendefinisikan peran dan tanggung jawab yang diperlukan untuk membangun, mengelola dan memelihara sistem tata kelola TIK yang komprehensif;
3. Menjamin agar investasi di bidang TIK memberikan nilai tambah maksimum bagi bisnis Perseroan;
4. Mengidentifikasi, mengkaji dan mengelola risiko termasuk menyiapkan rencana penanganan risiko yang timbul dari penggunaan TIK;
5. Mencegah, mengurangi dan menyiapkan rencana penanganan risiko yang timbul dari penggunaan TIK; dan

The Objectives of Information technology Governance Implementation

Information technology governance implementation aims to control the user to ensure that IT performance is in line with the objectives of the Company.

1. To provide a framework for Information Technology and Communication (ITC) planning and management that is in line and integrated with the Company's business strategies;
2. To define roles and responsibilities required to develop, manage, and maintain comprehensive ITC governance system;
3. To ensure that investment on ITC provide maximum value adding for the Company's business;
4. To identify, review, and manage risks including to prepare risk mitigation plan arising from ITC utilization;
5. To prevent, reduce, and prepare risk mitigation plan arising from ITC utilization; and

6. Mematuhi peraturan perundang-undangan yang berlaku berkaitan dengan pengelolaan TIK pada khususnya dan pengelolaan Perseroan pada umumnya.

Tahun 2020, untuk menciptakan Tata Kelola TI yang efektif, Perusahaan telah menerapkan standar internasional, antara lain:

1. ISO 27001:2013
   Tahun 2020 adalah tahun kedua bagi PT Jasa Raharja cq Divisi TIK, Kantor Cabang Utama Jawa Barat, Data Center (DC), dan Data Recovery Center (DRC) mempertahankan Sertifikat ISO 27001:2013, setelah berhasil meraih di Tahun 2018 yang lalu. *Scope* yang berhasil dipertahankan adalah bidang Pengembangan, Pengelolaan, dan Penyediaan layanan Sistem Informasi, dengan aplikasi yang disertakan adalah DASI JR Modul Pelayanan Santunan (Proses Klaim). Dengan diterapkan Tata Kelola TI berstandar ISO 27001, keuntungan yang diraih antara lain:
   a. Membantu organisasi terkait dengan kesesuaian terhadap kebutuhan standar keamanan informasi yang sudah teruji (*best practice* dalam pengamanan informasi);
   b. Membuat pengaruh positif dalam hal citra perusahaan, nilai, dan persepsi yang baik dari pihak lain;
   c. Memastikan bahwa organisasi memiliki kontrol terkait keamanan informasi terhadap lingkungan proses bisnisnya yang mungkin menimbulkan risiko atau gangguan;
   d. Membantu organisasi dalam menjalankan perbaikan yang berkesinambungan di dalam pengelolaan keamanan informasi;
   e. Membuat pelaksanaan setiap proses menjadi lebih sistematis dan mengubah budaya kerja organisasi;
   f. Meminimalkan risiko melalui proses *risk assessment* yang *professional*, terstandarisasi dan komprehensif dalam kerangka manajemen risiko;
   g. Meningkatkan efektivitas dan keandalan pengamanan informasi;
   h. Diferensiasi pasar;
   i. Salah satu standar pengamanan informasi yang diakui di seluruh dunia;
   j. Patuh terhadap hukum dan undang-undang seperti UU ITE, dll;
   k. Menunjukkan tata kelola yang baik dalam penanganan informasi;
   l. Adanya *review* yang independen terkait ISMS dengan adanya audit setiap tahun;
   m. Dapat digabung atau dikombinasikan dengan *system* manajemen lainnya seperti ISO 9000, ISO 14000, ISO 20000, ISO 38500, ITIL, COBIT dll;
   n. Adanya mekanisme untuk mengukur berhasil atau tidaknya kontrol pengamanan.

6. To comply with the prevailing laws and regulations regarding ITC management in particular and Corporate management in general.

In 2020, to create effective IT Governance, the Company has implemented international standards, including:

1. ISO 27001:2013
   The year 2020 is the second year for PT Jasa Raharja's ITC Division, West Java Main Branch Office, Data Center (DC), and Data Recovery Center (DRC) to maintain the ISO 27001:2013 Certificate, after successfully achieving it in 2018. The scope that was successfully maintained was in the areas of Development, Management, and Provision of Information System services, with the included application being the DASI JR Compensation Service Module (Claim Process). By implementing ISO 27001 standard IT Governance, the benefits achieved include:
   a. Assist organizations related to compliance with the needs of proven information security standards (best practice in information security);
   b. Make a positive influence in terms of Company image, value, and good perception of other parties;
   c. Ensure that the organization has controls regarding information security over its business process environment that may pose risks or disruptions;
   d. Assist the organization in carrying out continuous improvement in the management of information security;
   e. Make the implementation of each process more systematic and changing the work culture of the organization;
   f. Minimize risk through a professional, standardized and comprehensive risk assessment process within the risk management framework;
   g. Improve the effectiveness and reliability of information security;
   h. Market differentiation;
   i. One of the world's recognized information security standards;
   j. Comply with laws and regulations such as the ITE Law, etc;
   k. Demonstrate good governance in handling information;
   l. There is an independent review related to ISMS with an annual audit;
   m. Can be combined with other management systems such as ISO 9000, ISO 14000, ISO 20000, ISO 38500, ITIL, COBIT etc;
   n. There is a mechanism to measure the success or failure of security controls.

2. ISO 20000-1:2011
Tahun 2020, pada sesi audit tahun kedua, disampaikan bahwa PT Jasa Raharja cq Divisi TIK berhasil mempertahankan Sertifikat ISO 20000-1:2011. Namun yang menjadi catatan utama adalah, seri ISO 20000-1:2011 adalah seri terakhir yang mengharuskan Divisi TIK melakukan *upgrade* paling lambat September 2021. Sehingga disusun rancangan upgrade SPO TKTI (Tata Kelola Teknologi Informasi) yang menyesuaikan tatanan ISO 20000-1:2018 dengan *scope* yang tetap sama, yaitu Layanan TI pada Divisi TIK, DC, dan DRC. Selain itu, juga diperlukan *upgrade skill* dari Auditor Internal dan Pegawai Divisi TIK terkait tatanan ISO yang baru.

Adapun keuntungan menerapkan ISO 20000-1 yang termasuk dalam seri ISO 20000,

a. Daya Saing dan Kredibilitas – menerapkan ISO 20000 adalah cara untuk meningkatkan reputasi perusahaan, karena telah mengadopsi standar yang diakui secara internasional untuk manajemen layanan TI. Keunggulan kompetitif (karena kemampuan untuk bersaing dengan pesaing yang jauh lebih besar);
b. Kepatuhan – dengan implementasi standar ISO, perusahaan memiliki kriteria evaluasi yang jelas;
c. Kepuasan Pelanggan – ISO 20000 membuat perusahaan lebih mudah untuk mengontrol proses pelayanan IT. Sehingga akan meningkatkan efisiensi tim dalam layanan manajemen dan organisasi;
d. Produktivitas – penerapan sertifikasi proses berstandar ISO, otomatis akan membantu peningkatan produktivitas. Hal ini disebabkan karena sudah ada kejelasan tentang siapa melakukan apa, serta kapan proses didefinisikan, didokumentasikan dan diletakkan;
e. Tolok Ukur dan Perbaikan – ISO 20000 adalah standar yang diakui untuk manajemen layanan IT. Oleh karena itu pada implementasinya, perusahaan dapat membandingkan proses yang dimiliki dengan organisasi lain yang juga menerapkan ISO 20000. Seperti semua standar ISO lainnya, perbaikan terus-menerus merupakan suatu hal yang fundamental. ISO 20000 memastikan bahwa Sistem Manajemen Layanan IT secara teratur dipantau, diukur, dan di-*review*.

3. *IT Capability* berdasarkan Cobit 2019
Akhir Tahun 2020, dilakukan *assessment* pada Divisi TIK, terkait kesiapan Divisi TIK secara keseluruhan terhadap standar internasional lainnya, COBIT versi Tahun 2019. *Control Objective for Information and related Technology* (COBIT) adalah suatu standar internasional praktik Manajemen Teknologi Informasi. Dalam standar ini, diatur banyak aspek, mulai tatanan alur proses TI, hingga fungsi kendali dan kajian terhadap kegiatan TI. COBIT 2019 adalah pengembangan dari COBIT 5 yang telah ada sejak Juni 2012. Prinsip yang digunakan pada COBIT 2019 antara lain:

2. ISO 20000-1:2011
In 2020, in the second year of the audit session, it was stated that PT Jasa Raharja's ITC Division succeeded in maintaining the ISO 20000-1:2011 Certificate. However, the main note is that the ISO 20000-1:2011 series is the last series that requires the ITC Division to upgrade by September 2021 at the latest. So that an upgrade plan for the TKTI (Information Technology Governance) SPO has been prepared that adapts the ISO 20000-1:2018 arrangement with the scope remains the same, namely IT Services in the ITC Division, DC, and DRC. In addition, it is also necessary to upgrade the skills of the Internal Auditor and ITC Division Employees related to the new ISO order.

As for the advantages of implementing ISO 20000-1 which is included in the ISO 20000 series, are as follows:

a. Competitiveness and Credibility – implementing ISO 20000 is a way to enhance a company's reputation, as it has adopted an internationally recognized standard for IT service management. The competitive advantage (is the ability to compete with much larger competitors);
b. Compliance – with the implementation of ISO standards, the Company has clear evaluation criteria;
c. Customer Satisfaction – ISO 20000 makes it easier for companies to control the IT service process. This will increase the efficiency of the team in service management and organization;
d. Productivity – implementing ISO standard process certification, will automatically increase productivity. This is because there is clarity about who does what, and when the process is defined, documented and laid out;
e. Benchmarking and Improvement – ISO 20000 is the recognized standard for IT service management. Therefore, in its implementation, companies can compare their processes with other organizations that also implement ISO 20000. Like all other ISO standards, continuous improvement is a fundamental matter. ISO 20000 ensures that the IT Service Management System is regularly monitored, measured and reviewed.

3. IT Capability based on Cobit 2019
At the end of 2020, an assessment was conducted on the ITC Division, related to the overall readiness of the ITC Division against another international standard, the 2019 version of COBIT. Control Objective for Information and related Technology (COBIT) is an international standard of Information Technology Management practice. In this standard, many aspects are regulated, starting from the arrangement of the IT process flow, to the control function and review of IT activities. COBIT 2019 is an expansion of COBIT 5 which has been around since June 2012. The principles used in COBIT 2019 include:

a. Sistem tata kelola (*governance system*)
   i) Memenuhi kebutuhan para pemangku kepentingan (*stakeholder*);
   ii) Mencakup organisasi secara menyeluruh (*end-to-end*);
   iii) Menerapkan satu *framework* tunggal yang terpadu;
   iv) Memungkinkan pendekatan yang holistik;
   v) Memisahkan tata kelola dengan manajemen;
   vi) Penerapan sistem tata kelola yang dinamis;
   vii) Dapat disesuaikan dengan kebutuhan organisasi.
b. Prinsip untuk kerangka kerja tata kelola (*governance framework*)
   i) Berbasis model konseptual;
   ii) Bersifat terbuka dan fleksibel;
   iii) Selaras dengan standard-standard besar lainnya.

RENCANA PENGEMBANGAN TI TAHUN 2021

Di tahun 2021, Perseroan akan terus meningkatkan kapasitas dan kualitas sistem ICT yang dimilikinya. Perseroan telah menyusun sejumlah rencana pengembangan ICT di tahun 2021, antara lain:

1. Pengembangan Jrku:
   a. Modul Internal:
      i) CRM dan Door to Door IWKBU;
      ii) Survei Pra Bayar (Kunjungan RS, Ahli Waris dan Kebenaran Kasus Kecelakaan);
      iii) Survei Pasca Bayar.
   b. Modul Eksternal:
      i) Fitur Kendaraanku (Personalisasi data kendaraan, data pengemudi, Kartu Dana Elektronik/eKD);
      ii) Fitur Perjalananku (Integrasi dengan fitur Kendaraanku, rute terintegrasi dengan *Google Direction*, info daerah rawan laka, info rambu, info kantor Samsat/JR/Polres/RS);
      iii) Fitur Profilku (*redesign* dari fitur profil pengguna untuk mendapatkan dapat personal yang lebih lengkap dan akurat);
      iv) Fitur Sekitarku (Info keadaan sekitar seperti mencari Kantor JR/Samsat/Polres/RS terdekat, titik-titik *blackstop*/rawan laka);
      v) Fitur Jaminanku (Info jaminan korban kecelakaan Jasa Raharja dan penggunaan dana santunan);
      vi) Fitur *Point Reward*.
2. Pengembangan *eTicketing* Pelra;
3. eVerifikasi Biaya Rawatan Korban Laka;
4. Pengembangan *Mobile Apps Monitoring Data Laka* (Monika);

a. Governance System
   i) meet the needs of stakeholders;
   ii) cover the organization as a whole (end-to-end);
   iii) implement a single unified framework;
   iv) enable a holistic approach;
   v) separate governance from management;
   vi) implementation of a dynamic governance system;
   vii) can be adapted to the needs of the organization.
b. Principles for a governance framework
   i) Conceptual model-based;
   ii) Open and flexible;
   iii) Aligned with other major standards.

IT DEVELOPMENT PLAN FOR 2021

In 2021, the Company will continue to increase the capacity and quality of its ICT system. The Company has prepared a number of ICT development plans in 2021, including:

1. 1. Jrku Development:
   a. Internal Module:
      i) CRM and Door to Door IWKBU;
      ii) Prepaid Survey (Visits to Hospitals, Heirs and Accident Case Validity);
      iii) Postpaid Survey.
   b. External Module:
      i) 'Kendaraanku' (My Vehicle) Features (Personalization of vehicle data, driver data, Electronic Money Card/eKD);
      ii) 'Perjalananku' (My Travel) features (Integration with 'Kendaraanku' feature, integrated route with Google Direction, info on accident-prone areas, info on signs, info on Samsat and JR offices, Police Stations, and Hospitals);
      iii) 'Profilku' (My Profile) features (redesign of the user profile feature to get a more complete and accurate personal account);
      iv) 'Sekitarku' (My Surroundings) features (Information on surrounding conditions such as finding the nearest Samsat and JR offices, Police Stations, and Hospitals, blackstop points/prone to accident areas);
      v) 'Jaminanku' (My Guarantee) features (Info for accident insurance victims of Jasa Raharja and the use of compensation funds);
      vi) Point Reward feature.
2. Development of Pelra eTicketing;
3. E-Verification of Accident Victims Treatment Costs;
4. Development of Traffic Accident Data Monitoring Mobile Apps (Monika);

5. Pengembangan Analisis dan Evaluasi Layanan Luar Biasa versi 3;
6. Pengembangan Sistem Informasi Manajemen Risiko (SIMR);
7. Pengembangan Modul DASI-JR bidang Asuransi;
8. Pengembangan Modul HRIS (*training*, tunjangan-tunjangan pegawai, lumpsum);
9. Pengembangan SIAP *Mobile* menjadi IFG *iOffice*;
10. Migrasi *Database Oracle*;
11. *Cyber Security* (Standarisasi *Password*, *User Authorization*, *Network Security Firewall*, Akses *privileged* dari aplikasi (*Privileged Acces Management*), VPN *Client MobileSoftware*, *Backup data*;
12. *Managed Service* SOC;
13. *Assessment of IT Governance Maturity Level*.

5. Development of Analysis and Evaluation of 6. Outstanding Services version 3;
6. Development of Risk Management Information System (SIMR);
7. Development of the DASI-JR Module in the Insurance sector;
8. Development of HRIS Module (training, employee benefits, lumpsum);
9. Development of SIAP Mobile into IFG iOffice;
10. Oracle Database Migration;
11. Cyber Security (Password Standardization, User Authorization, Network Security Firewall, privileged access from applications (Privileged Access Management), VPN Client MobileSoftware, Data backup;
12. Managed Service SOC;
13. Assessment of IT Governance Maturity Level.

TATA KELOLA PERUSAHAAN

Good Corporate Governance

Peningkatan kualitas penerapan GCG yang secara terus menerus dilakukan merupakan bagian dari strategi Jasa Raharja untuk mendukung proses transformasi yang dijalankan Perseroan. Jasa Raharja terus memperbaiki dan menyempurnakan struktur, organ dan mekanisme tata kelola yang diterapkan agar tetap sesuai dengan peraturan perundang-undangan yang berlaku.

The continuous improvement in the quality of GCG implementation is part of Jasa Raharja's strategy to support the transformation process performed by the Company. Jasa Raharja continues to improve and accomplish the structures, organs, and governance mechanisms which are implemented to keep them in line with the prevailing laws and regulations.

E-Procurement
HRIS
SIAP MOBILE
Survey
IPK
PKBL Online
Website

Sebagai perusahaan yang bergerak di bidang asuransi sosial, Jasa Raharja berkomitmen secara penuh untuk senantiasa menerapkan prinsip Tata Kelola Perusahaan atau *Good Corporate Governance* (GCG). Penerapan prinsip GCG di Perseroan tidak hanya sekedar menjalankan kewajiban semata, namun merupakan suatu kebutuhan dalam rangka menjaga transparansi dan akuntabilitas pengelolaan Perseroan kepada Pemegang Saham dan seluruh pemangku kepentingan lainnya.

Komitmen Perseroan dalam menerapkan GCG terlihat dari internalisasi *governance principles* ke dalam *governance framework* yang terdiri dari *governance structure* dan *governance process* yang efektif, sehingga menghasilkan *governance outcome* yang memuaskan, sesuai dengan harapan seluruh pemangku kepentingan.

As a company engaged in social insurance, Jasa Raharja is fully committed to always implementing the principles of Good Corporate Governance (GCG). The application of GCG principles in the Company is not just an obligation, but is a necessity in order to maintain transparency and accountability in the management of the Company to Shareholders and all stakeholders.

The Company's commitment to implementing GCG can be seen from the internalization of governance principles into a governance framework consisting of an effective governance structure and governance process, resulting in satisfactory governance outcomes, in line with the expectations of all stakeholders.

Komitmen Perseroan dalam menerapkan *Good Corporate Governance* juga diperkuat dengan ditandatanganinya Surat Pernyataan Komitmen Dewan Komisaris dan Direksi pada tanggal 31 Oktober 2017 serta Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor DK/02/ SP/2017 dan Nomor P/34/ SP/2017 tanggal 31 Oktober 2017, tentang Panduan (*Guidelines*) untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik.

Dewan Komisaris dan Direksi Jasa Raharja menyatakan komitmen penerapan GCG Perseroan sebagai berikut: Dewan Komisaris dan Direksi Jasa Raharja, dengan ini menyatakan bahwa dalam menjalankan tugas, fungsi dan wewenang masing-masing senantiasa menerapkan Pedoman *Good Corporate Governance* (GCG *Code*), Pola Hubungan Kerja Dewan Komisaris dan Direksi (*Board Manual*), Pedoman Perilaku (*Code of Conduct*), Pedoman Pengendalian Gratifikasi, Pedoman Kepatuhan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*), Pedoman Benturan Kepentingan, Pedoman Kebijakan Pengendalian Informasi, Pedoman Pengendalian Kecurangan, Sistem Pengendalian Intern (SPIn), serta Pedoman Penundaan Transaksi Bisnis.

The Company's commitment to implement Good Corporate Governance is supported by the signing of Letter of Commitment Statement of Board of Commissioners and Directors dated October 31, 2017 and Joint Decree of Board of Commissioners and Directors No. DK/02/SP/2017 and No. P/34/SP/2017 respectively dated October 31, 2017 concerning Guidelines to Support the Implementation of Good Corporate Governance.

The Board of Commissioners and Directors of PT Jasa Raharja declares the commitment to implement GCG of the Company as follows: The Board of Commissioners and Directors of PT Jasa Raharja, hereby declares that in executing our duties, functions, and authorities, shall implement the Principles of Good Corporate Governance (GCG Codes), Work Relation Scheme of Board of Commissioners and Directors (Board Manual). Code of Conduct, Guidelines of Gratification Control, Guidelines of Reports of State Official Assets (LHKPN), Guidelines of Whistleblowing System, Guidelines of Conflicts of Interests, Guidelines of Information Control Policies, Guidelines of Fraud Control, Internal Audit Unit and Guidelines of Business Transaction Postponement.

LANDASAN PELAKSANAAN GCG

Undang-Undang Republik Indonesia

1. Undang-Undang Republik Indonesia No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang;
2. Undang-Undang Republik Indonesia No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan;
3. Undang-Undang Republik Indonesia No. 28 Tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
4. Undang-Undang Republik Indonesia No. 20 Tahun 2001 tentang Perubahan Atas Undang-Undang Republik Indonesia No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
5. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tanggal 19 Juni 2003 tentang Badan Usaha Milik Negara;
6. Undang-Undang Republik Indonesia No. 25 Tahun 2003 tentang Perubahan Atas Undang-Undang No. 15 Tahun 2002 tentang Tindak Pidana Pencucian Uang;
7. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
8. Undang-Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi;
9. Undang-Undang Republik Indonesia No. 40 Tahun 2014 tentang Perasuransian;

BASIS OF GCG IMPLEMENTATION

Law of the Republic of Indonesia

1. Law No. 33 of 1964 concerning Mandatory Accident Insurance for Passengers;
2. Law No. 34 of 1964 concerning Road Traffic Accident Insurance Fund;
3. Law of the Republic of Indonesia No. 28 of 1999 concerning State Governance that is Clean and Free from Corruption, Collusion, and Nepotism;
4. Law of the Republic of Indonesia No. 20 of 2001 concerning the Amendment to Law of the Republic of Indonesia No. 31 of 1999 concerning Eradication of Corruption;
5. Law of the Republic of Indonesia Number 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises;
6. Law of the Republic of Indonesia No. 25 of 2003 concerning the Amendment to Law No. 15 of 2002 concerning Money Laundering;
7. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Company;
8. Law of the Republic of Indonesia No. 14 of 2008 concerning Information Disclosure.
9. Law of the Republic of Indonesia No. 40 of 2014 concerning Insurance.

Peraturan Pemerintah

1. Peraturan Pemerintah Republik Indonesia No. 12 Tahun 1961 tentang Pendirian Perusahaan Negara Asuransi Kerugian Eka Karya;
2. Peraturan Pemerintah Republik Indonesia No. 8 Tahun 1965 tentang Pendirian Perusahaan Negara Asuransi Kerugian Jasa Raharja;
3. Peraturan Pemerintah Republik Indonesia No. 39 Tahun 1980 tentang Pengalihan Bentuk Perusahaan Umum Asuransi Kerugian Jasa Raharja menjadi Perusahaan Perseroan (Persero);
4. Peraturan Pemerintah Republik Indonesia No. 45 Tahun 2001 tentang Perubahan Atas Peraturan Pemerintah Nomor 12 Tahun 1998 tentang Perusahaan (Persero);
5. Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
6. Peraturan Pemerintah Republik Indonesia No. 81 Tahun 2008 tentang Perubahan Ketiga Atas Peraturan Pemerintah No. 73 Tahun 1992 tentang Penyelenggaraan Usaha Perasuransian.

Instruksi Presiden

1. Instruksi Presiden No. 9 Tahun 2005 tentang Perubahan atas Instruksi Presiden No. 8 Tahun 2005 tentang Pengangkatan anggota Direksi dan/atau Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
2. Instruksi Presiden No. 17 Tahun 2011 tentang Pencegahan dan Pemberantasan Korupsi.

Peraturan, Keputusan, dan Surat Edaran Menteri

1. Peraturan Menteri Badan Usaha Milik Negara No. PER-09/ MBU/2012 tentang perubahan atas peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN;
2. Peraturan Menteri Negara BUMN No. PER-12/ MBU/2012 Tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara;
3. Peraturan Menteri Negara BUMN No. PER-16/ MBU/2012 tentang Perubahan Kedua atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2012 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
4. Peraturan Menteri Badan Usaha Milik Negara No. PER-01/ MBU/05/2019 tentang Perubahan Keempat atas Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
5. Peraturan Menteri Keuangan Republik Indonesia No. 152/ PMK.010/2012 tentang Tata Kelola Perusahaan yang Baik Bagi Perusahaan Perasuransian;

Government Regulation

1. Government Regulation No. 12 of 1961 concerning Establishment of Insurance State Company Eka Karya;
2. Government Regulation No. 8 of 1965 concerning Establishment of Insurance State Company Jasa Raharja;
3. Government Regulation No. 39 of 1980 concerning Changes in the Status of Insurance Public Company Jasa Raharja to be Limited Liability Company (Persero);
4. Government Regulation of the Republic of Indonesia No. 45 of 2001 concerning the Amendment to Government Regulation No. 12 of 1998 concerning Limited Liability Company (Persero);
5. Government Regulation of the Republic of Indonesia No. 45 of 2005 concerning the Establishment, Management, Supervision, and Dismissal of State-Owned Enterprises.
6. Government Regulation of the Republic of Indonesia No. 81 of 2008 concerning the Third Amendment to Government Regulation No. 73 of 1992 concerning the Implementation of Insurance Business.

Presidential Instruction

1. Presidential Instruction No. 9 of 2005 concerning Amendment to Presidential Instruction No. 8 of 2005 concerning Appointment of Members of Directors and/or Board of Commissioners/Supervisory Board of State-Owned Enterprises;
2. Presidential Instruction No. 17 of 2011 concerning Prevention and Eradication of Corruption.

Regulations, Decrees, and Circulars of the Minister

1. Regulation of the Minister of SOEs No. PER-09/MBU/2012 concerning Amendment to Regulation of the Minister of SOEs No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs;
2. Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises;
3. Regulation of the Minister of State-Owned Enterprises Number PER-16/MBU/2012 concerning the Second Amendment to the Regulation of the Minister of State for State-Owned Enterprises Number: PER-01/MBU/2012 concerning Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises;
4. Regulation of the Minister of SOEs No. PER-01/MBU/05/2019 concerning Fourth Amendment to Regulation of the Minister of SOEs No. PER-04/MBU/2014 Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises;
5. Regulation of the Minister of Finance of the Republic of Indonesia No. 152/PMK.010/2012 concerning Good Corporate Governance for Insurance Companies;

6. Keputusan Menteri Badan Usaha Milik Negara No. KEP-101/MBU/2002 tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan;
7. Keputusan Menteri Negara Badan Usaha Milik Negara No. KEP-102/ MBU/2002 tentang Penyusunan Rencana Jangka Panjang;
8. Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/ S-MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
9. Surat Edaran Menteri Badan Usaha Milik Negara No. SE-05/MBU/2013 tanggal 30 September 2013 tentang *Roadmap* menuju BUMN Bersih.

Otoritas Jasa Keuangan

1. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2014 tanggal 19 November 2014 perihal Penerapan Tata Kelola Terintegrasi Bagi Konglomerasi Keuangan;
2. Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tanggal 23 Desember 2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
3. Peraturan Otoritas Jasa Keuangan No. 43/POJK.05/2019 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian tanggal 27 Desember 2019.

Peraturan Lainnya

1. Pedoman *Good Corporate Governance* Perusahaan Asuransi dan Perusahaan Reasuransi Indonesia oleh Komite Nasional Kebijakan *Governance* (KNKG) Tahun 2009;
2. Anggaran Dasar Perusahaan dengan Akta No. 49 tanggal 28 Februari 1981 yang dibuat di hadapan Imas Fatimah, Sarjana Hukum, Notaris di Jakarta, yang telah beberapa kali diubah dan ditambah, terakhir dengan Akta No. 14 tanggal 9 April 2020 yang dibuat di hadapan Julius Purnawan, SH. Msi., Notaris Jakarta; dan
3. Keputusan Bersama Dewan Komisaris dan Direksi PT Jasa Raharja (Persero) No. DK/02/SP/2017 dan Nomor P/34/SP/2017 tanggal 31 Oktober 2017 tentang Panduan (*Guidelines*) untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

6. Decree of the Minister of SOEs No. KEP-101/MBU/2012 concerning the Preparation of the Company's Work Plan and Budget;
7. Decree of the Minister of SOEs No. KEP-102/MBU/2002 concerning the Preparation of the Company's Long- Term Plan;
8. Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012 concerning Assessment and Evaluation Indicators/Parameters on the Implementation of Good Corporate Governance in State-Owned Enterprises;
9. Circular Letter of the Minister of State-Owned Enterprises Number: SE-05/MBU/2013 dated September 30, 2013 concerning the Roadmap towards Clean SOEs.

Financial Service Authority

1. Regulation of Financial Service Authority No. 18/POJK.03/2014 dated November 19, 2014 concerning Implementation of Integrated Governance for Financial Conglomeration;
2. Regulation of Financial Service Authority No. 73/POJK.05/2016 dated December 23, 2016 concerning Good Corporate Governance for Insurance Companies;
3. Regulation of Financial Service Authority No. 43/POJK.05/2019 concerning the Amendment to Regulation of Financial Service Authority No. 73/POJK.05/2016 concerning Good Corporate Governance in Insurance Companies dated December 27, 2019.

Other Regulations

1. Guidelines for Good Corporate Governance of Indonesian Insurance Companies and Reinsurance Companies by the National Committee for Governance Policy (KNKG) 2009;
2. The Company's Articles of Association Deed No.49 dated February 28, 1981, drawn up before Imas Fatimah, Bachelor of Law, Notary in Jakarta, which has been amended several times, most recently by Deed No. 14 dated April 9, 2020 made before Julius Purnawan, S.H., M.Si., Notary in Jakarta;
3. Joint Decree of the Board of Directors and the Board of Commissioners of PT Jasa Raharja (Persero) No. DK/02/SP/2017 and No. P/34/SP/2017 dated October 31, 2017 concerning Guidelines to Support the Implementation of Good Corporate Governance.

TUJUAN PENERAPAN GCG

Di dalam pedoman GCG yang dimiliki oleh Jasa Raharja, dijelaskan bahwa tujuan dari penerapan prinsip-prinsip GCG adalah sebagai berikut:

1. Mengoptimalkan nilai Perseroan agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Perusahaan;
2. Sebagai bentuk kepedulian, tanggung jawab, kepekaan dan komitmen untuk membantu pemerintah dalam menciptakan bisnis Perseroan yang baik, bersih dan sehat;
3. Mendorong pengelolaan Perseroan secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perseroan;
4. Mendorong Organ Perseroan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap Pemangku Kepentingan maupun kelestarian lingkungan di sekitar Perseroan;
5. Mengembangkan sikap dan perilaku yang sesuai dengan tuntutan perkembangan Perseroan dan perubahan lingkungan usaha menuju budaya Perseroan yang lebih baik.
6. Menciptakan iklim yang kondusif dan mendorong terbentuknya identitas, karakter dan motivasi pegawai untuk berperilaku dan bertindak sesuai tuntutan Perseroan serta dilandasi dengan moral dan nilai-nilai etika yang sehat;
7. Meningkatkan kontribusi Perseroan dalam perekonomian nasional;
8. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional;
9. Meningkatkan reputasi Perseroan.

PRINSIP GCG

Dalam proses pengambilan keputusan-keputusan penting yang menyangkut kinerja dan pencapaian sasaran Perseroan sesuai visi-misi yang telah ditetapkan, pada dasarnya Perseroan harus menerapkan dan menjadikan prinsip-prinsip GCG sebagai budaya dalam setiap aktivitas bisnis Perseroan, yaitu:

OBJECTIVES OF GCG IMPLEMENTATION

In the Company's Guidelines for GCG, it is explained that the objectives of implementation of GCG principles are as follows:

1. To optimize the value of the Company to have strong competitiveness, both nationally and internationally, so that it can maintain its existence and sustainability to achieve the goals and purposes of the Company;
2. To become a form of awareness, responsibility, sensitivity, and commitment to help the government in creating the business of the Company that is good, clean, and healthy;
3. To drive Company management that is professional, efficient, and effective and to empower the function and improve independence of Company organs;
4. To drive Company Organs in making decisions and executing actions based on high moral values and compliance to the prevailing laws and regulation, and awareness of Corporate social responsibility to the Stakeholders and environmental sustainability around the Company;
5. To develop attitude and behavior that align with the needs of Company development and business environment changes for a better Corporate culture;
6. To create conducive environment that drives the forming of identity, characters, and motivation of the employees to behave and act based on the needs of the Company and based on healthy moral values and ethics;
7. To improve contribution of the Company in the national economy;
8. To increase conducive environment for national investment growth;
9. To improve the Company's reputation.

GCG PRINCIPLES

In the process of making important decisions regarding the performance and achievement of the Company's goals, in accordance with the established vision and mission, basically the Company must apply and make GCG principles a culture in every business activity of the Company, namely:

Prinsip Principle	**Prinsip Dasar** Basic Principle	**Pedoman Pokok Pelaksanaan** Key Implementation Guidelines
Transparansi Transparency	Merupakan hak-hak para Pemegang Saham atas informasi yang benar dan tepat mengenai Perusahaan, ikut dalam pengambilan keputusan mengenai perubahan-perubahan yang mendasar atas Perusahaan, dan hak atas keuntungan Perusahaan. Transparansi juga diartikan keterbukaan informasi baik dalam proses pengambilan keputusan maupun mengungkapkan informasi tentang Perusahaan. It is the rights of the Shareholders to have true and correct information about the Company, to participate in making decisions regarding fundamental changes to the Company, and the rights to the Company's profits. Transparency also means disclosure of information both in the decision-making process and in disclosing information about the Company.	1. Perusahaan harus menyediakan dan mengungkapkan informasi secara tepat waktu, memadai, jelas, akurat dan dapat diperbandingkan serta mudah diakses oleh Pemangku Kepentingan sesuai dengan haknya. 2. Informasi yang harus diungkapkan meliputi tetapi tidak terbatas pada, visi, misi, sasaran usaha dan strategi Perusahaan, kondisi keuangan, susunan dan komposisi pengurus, Pemegang Saham Pengendali, kepemilikan saham oleh anggota Direksi dan anggota Dewan Komisaris beserta keluarganya dalam Perusahaan dan Perusahaan lainnya yang memiliki benturan kepentingan, sistem manajemen risiko, sistem pengawasan dan pengendalian intern, sistem dan pelaksanaan GCG serta tingkat kepatuhannya, dan kejadian penting yang dapat mempengaruhi kondisi Perusahaan. 3. Prinsip keterbukaan yang dianut oleh Perusahaan tidak mengurangi kewajiban untuk memenuhi ketentuan kerahasiaan Perusahaan sesuai dengan peraturan perundang-undangan, rahasia jabatan, dan hak-hak pribadi. 4. Kebijakan Perusahaan harus tertulis dan secara proporsional dikomunikasikan kepada Pemangku Kepentingan. 5. Dewan Komisaris dan Direksi bertanggung jawab kepada Perusahaan untuk menjaga kerahasiaan informasi Perusahaan. 1. The Company shall provide and disclose information punctually, sufficiently, clearly, accurately, and comparably as well as easily accessible by the Stakeholders in accordance with their rights. 2. Information to be disclosed is including but not limited to vision, missions, business objectives and Corporate strategy, financial condition, organization structure, Controlling Shareholder, share ownership by members of Board of Directors and Commissioners and their family members within the Company and other Company with conflicts of interests, risk management system, internal monitoring and controlling system, GCG system and implementation as well as its compliance level, and important events that might impact the Company condition. 3. Principle of transparency followed by the Company does not diminish the obligation to fulfill terms of confidentiality of the Company as set forth by the laws and regulations, confidentiality of position, and privacy rights. 4. Policy of the Company must be written and proportionally communicated with the Stakeholders. 5. Board of Commissioners and Directors are responsible to the Company for maintaining information confidentiality of the Company.

Prinsip Principle	Prinsip Dasar Basic Principle	Pedoman Pokok Pelaksanaan Key Implementation Guidelines
Akuntabilitas Accountability	Merupakan kejelasan fungsi, pelaksanaan dan pertanggung-jawaban organ Perusahaan sehingga pengelolaan Perusahaan terlaksana secara efektif. It is the clarity of functions, implementation and responsibilities of the Company's organs so that the management of the Company is carried out effectively.	1. Perusahaan harus menetapkan rincian tugas dan tanggung jawab masing-masing organ Perusahaan dan semua pegawai secara jelas dan selaras dengan visi, misi, sasaran usaha dan strategi Perusahaan. 2. Perusahaan harus meyakini bahwa semua organ Perusahaan dan semua pegawai mempunyai kemampuan sesuai dengan tugas, tanggung jawab, dan perannya dalam pelaksanaan GCG. 3. Perusahaan harus memastikan adanya sistem pengendalian internal yang efektif dalam pengelolaan Perusahaan. 4. Perusahaan harus memiliki ukuran kinerja untuk semua jajaran Perusahaan yang konsisten dengan nilai-nilai Perusahaan, sasaran utama dan strategi Perusahaan. 5. Dalam melaksanakan tugas dan tanggung jawabnya, setiap organ Perusahaan dan semua pegawai harus berpegang pada etika bisnis dan pedoman perilaku (*code of conduct*) yang telah disepakati. 6. Dewan Komisaris dan Direksi beserta seluruh jajarannya harus membuat pertanggungjawaban atas pelaksanaan tugasnya secara periodik dan berkesinambungan. 1. The Company shall determine details of duties and responsibilities of each Company organ and each employee clearly and aligned with the vision, missions, business objectives, and Corporate strategy. 2. The Company shall believe that all of its organs and employees possess the ability based on their duties, responsibilities, and roles in the implementation of GCG. 3. The Company shall ensure effective internal control system is in place in Corporate governance. 4. The Company must have performance measure for all elements of the Company that is consistent to the values of Company, main objectives, and Corporate strategy. 5. In executing their duties and responsibilities, all of the Company's organs shall uphold the business ethics and code of conducts that have been agreed. 6. The Board of Commissioners and Directors shall be responsible for the execution of their duties periodically and sustainably.
Responsibilitas Responsibility	Merupakan kesesuaian di dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan dan prinsip korporasi yang sehat. It is a compliance by the management of the Company with the laws and regulations and sound corporate principles.	1. Perusahaan melaksanakan tanggung jawab sosial terhadap masyarakat dan kelestarian lingkungan dengan membuat perencanaan dan pelaksanaan yang memadai, sehingga dapat terpelihara kesinambungan usaha dalam jangka panjang. 2. Organ Perusahaan harus berpegang pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan perundang-undangan, anggaran dasar dan peraturan Perusahaan. 3. Perusahaan harus bertanggung jawab atas segala risiko usaha yang terjadi. 1. The Company implements social responsibility for the society and environmental sustainability by developing sufficient planning and execution, so that business sustainability can be maintained in the long term. 2. Company organs shall uphold the principle of prudent and ensure compliance to the laws and regulations, articles of association, and the Company's regulations. 3. The Company shall be responsible for all of the business risks that occur.

Prinsip Principle	**Prinsip Dasar** Basic Principle	**Pedoman Pokok Pelaksanaan** Key Implementation Guidelines
Independensi Independence	Merupakan keadaan di mana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat. It is a the condition in which the Company is managed professionally without conflicts of interest and influence/pressure from any party that does not align with the prevailing laws and regulations and sound corporate principles.	1. Masing-masing organ Perusahaan harus menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara objektif. 2. Masing-masing organ Perusahaan 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 sehingga terwujud sistem pengendalian intern yang efektif. 3. Seluruh jajaran Perusahaan harus melaksanakan fungsi dan tugasnya sesuai dengan uraian tugas dan tanggung jawabnya serta anggaran dasar, peraturan Perusahaan dan peraturan perundang-undangan, sehingga tidak dapat diintervensi oleh pihak lain. 4. Seluruh jajaran Perusahaan harus dapat saling menghormati hak, kewajiban, tugas, wewenang serta tanggung jawab masing-masing. 1. Every organ of the Company shall avoid domination by any parties, not influencex by any interest, free from any conflicts of interest and all influence or pressure, so that decision making process can be conducted objectively. 2. Each organ of the Company must execute their functions and duties according to articles of association and laws and regulations, not dominate each other or pass responsibilities with one another so that effective internal control system is in place. 3. All element of the Company must execute their functions and duties based on the description of job and responsibilities according to the articles of association, regulation of the Company, and laws and regulations, so they cannot be intervened by other parties. 4. Company employees of all level must be able to respect each other's rights, obligations, duties, authorities, and responsibilities.
Fairness	Merupakan keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan. It is fairness and equality in fulfilling the rights of stakeholders that arised based on the agreement and prevailing laws and regulations	1. Perusahaan 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. 2. Perusahaan harus memberikan perlakuan yang setara dan wajar kepada Pemangku Kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada Perusahaan. 3. Perusahaan harus memberikan kesempatan yang sama dalam penerimaan pegawai, berkarier dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, *gender*, dan kondisi fisik. 4. Perusahaan harus menerapkan secara konsisten sistem penghargaan dan sanksi (*reward and punishment system*) terhadap pegawai. 1. The Company must provide opportunity to Stakeholder to provide input and express their opinion for the sake of the Company and open access to information based on principle of transparency in each scope of position. 2. The Company must provide equal and fair treatment to Stakeholders based on the benefit and contribution provided to the Company. 3. The Company must provide equal chance in employee recruitment, career, and in executing their duties professionally without discrimination of tribe, religion, race, gender, and physical condition. 4. The Company must implement consistently reward and punishment system to the employees.

KERANGKA PENERAPAN GCG

FRAMEWORK OF GCG IMPLEMENTATION

Penerapan Tata Kelola Perusahaan di Jasa Raharja mengacu pada peraturan perundang-undangan yang berlaku dan *best practices* yang berlaku di industri, khususnya industri keuangan. Untuk itu, Perseroan telah menyusun kerangka penerapan GCG yang secara umum dapat dibagi menjadi 3 (tiga) bagian, yaitu:

1. *Governance Structure*
   Yaitu struktur tata kelola yang terdiri dari organ utama dan organ pendukung.
2. *Governance Process*
   Yaitu proses dan mekanisme kerja dari organ tata kelola.
3. *Governance Outcome*
   Yaitu hasil dari penerapan tata kelola dengan tujuan akhir mewujudkan visi dan misi Perseroan.

GOVERNANCE STRUCTURE

Sesuai Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, struktur organ GCG Perseroan terdiri Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. RUPS merupakan forum tertinggi di perusahaan, Dewan Komisaris bertindak sebagai pengawas dan pengarah serta Direksi yang bertindak sebagai pelaksana pengurusan perusahaan.

Dalam menjalankan tugasnya, Dewan Komisaris dibantu oleh beberapa organ penunjang, yaitu Komite Audit dan Sekretaris Dewan Komisaris. Sedangkan Direksi dalam menjalankan tugasnya didukung oleh Sekretaris Perusahaan, Audit Internal, Manajemen Risiko & Transformasi Perusahaan dan Biro Hukum & Kepatuhan. Selain itu, Direksi juga didukung oleh Komite Investasi, Komite Manajemen Risiko Terintegrasi dan Komite Pengarah Teknologi Informasi & Komunikasi agar pengurusan Perseroan dapat berjalan efektif.

The implementation of Good Corporate Governance at Jasa Raharja refers to the prevailing laws and regulations and best practices in the industry, particularly the financial industry. To that end, the Company has developed a framework for implementing GCG which can generally be divided into 3 (three) parts, namely:

1. Governance Structure
   Namely the governance structure which consists of the main and supporting organs.
2. Governance Process
   Namely the process and working mechanism of the governance organ.
3. Governance Outcome
   Namely the result of the implementation of good governance with the ultimate goal of realizing the vision and mission of the Company.

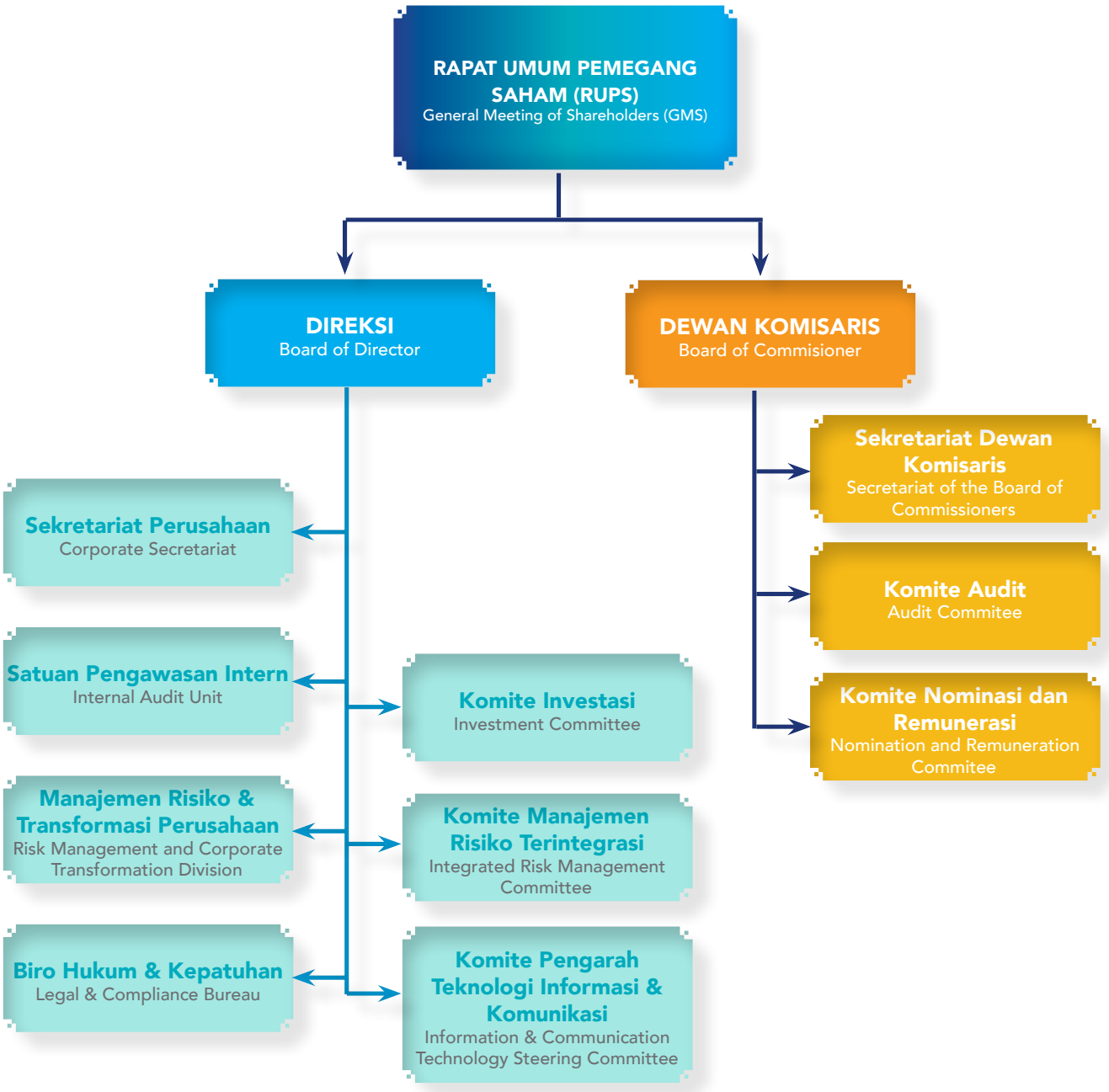
GOVERNANCE STRUCTURE

According to Law No. 40 of 2007 concerning Limited Liability Companies, the structure of the Company's GCG organs consists of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The GMS is the highest forum in the Company; the Board of Commissioners acts as a supervisor and director; and the Board of Directors acts as the executor of the Company's management.

In carrying out its duties, the Board of Commissioners is assisted by several supporting organs, namely the Audit Committee and the Secretary to the Board of Commissioners. Meanwhile, the Board of Directors in carrying out their duties is supported by the Corporate Secretary, Internal Audit, Risk Management and Corporate Transformation Division, and the Legal & Compliance Bureau. In addition, the Board of Directors is also supported by the Investment Committee, Integrated Risk Management Committee and Information & Communication Technology Steering Committee so that the management of the Company can operate effectively.

STRUKTUR GCG
GCG STRUCTURE

Struktur GCG
GCG Structure



GOVERNANCE PROCESS

Setiap organ tata kelola memiliki fungsi, tugas dan tanggung jawab yang berbeda. Agar organ tata kelola dapat berjalan dengan baik, maka dibutuhkan perangkat kebijakan yang dapat memberikan kerangka acuan dan standarisasi pelaksanaan tugas dari setiap organ GCG yang dimiliki Perseroan.

Hingga akhir tahun 2020, Jasa Raharja telah memiliki berbagai kebijakan terkait pelaksanaan tugas seluruh organ GCG yang juga mengikat bagi seluruh karyawan, antara lain:

1. Budaya Perusahaan;
2. Pedoman *Board Manual*;
3. Pedoman Perilaku (*Code of Conduct*);
4. Pedoman Benturan Kepentingan;
5. Pedoman Kebijakan Pengendalian Informasi;
6. Pedoman Pengendalian Gratifikasi;
7. Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*);
8. Pedoman Kebijakan Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN);
9. Pedoman Pengendalian Kecurangan;
10. Pedoman Kebijakan Pengendalian Informasi;
11. Pedoman Penundaan Transaksi Bisnis.

GOVERNANCE, RISK, COMPLIANCE

Tata Kelola (*Governance*), Manajemen Risiko (*Risk*), dan Kepatuhan (*Compliance*) menunjukkan kapabilitas Perseroan, untuk memastikan Perseroan dapat mencapai tujuan strategis yang ditetapkan, mengatasi ketidakpastian yang akan dihadapi, dan bertindak dengan integritas. Penerapan Tata Kelola, Manajemen Risiko, dan Kepatuhan yang terintegrasi diperlukan untuk memastikan efisiensi dan efektivitas dari Perseroan, serta kemampuan Perseroan untuk dapat beradaptasi dengan cepat dalam mengatasi perubahan yang terjadi.

Kerangka Kerja Tata Kelola, Manajemen Risiko dan Kepatuhan Terintegrasi (*Integrated Governance, Risk Management and Compliance*) adalah serangkaian proses dan pengaturan bagi Perseroan untuk merencanakan, melaksanakan, meninjau dan melakukan peningkatan terhadap penerapan Tata Kelola, Manajemen Risiko dan Kepatuhan Terintegrasi secara berkelanjutan. Selain itu, kerangka kerja ini membantu Perseroan dalam mengintegrasikan aspek Tata Kelola, Manajemen Risiko dan Kepatuhan ke seluruh proses dan aktivitas Perseroan.

GOVERNANCE PROCESS

Each governance organ has different functions, duties and responsibilities. In order for the governance organs to run well, a set of policy that can provide a framework of reference and standardize the implementation of the duties of each GCG organ owned by the Company is needed.

Until the end of 2020, Jasa Raharja has various policies related to the implementation of the duties of all GCG organs which are also binding on all employees, including:

1. Corporate Culture;
2. Board Manual Guidelines;
3. Code of Conduct;
4. Conflict of Interest Guidelines;
5. Information Control Policy Guidelines;
6. Gratification Control Guidelines;
7. Guidelines for the Whistleblowing System;
8. Guidelines of Report of State Official Assets (LHKPN) Policy (LHKPN);
9. Fraud Control Guidelines;
10. Guidelines on Information Control Policy;
11. Guidelines of Business Transaction Postponement.

GOVERNANCE, RISK, COMPLIANCE

Governance, Risk Management (Risk), and Compliance demonstrate the Company's capabilities, to ensure the Company's achievement of the strategic objectives set, overcome the uncertainty that will be faced, and act with integrity. The implementation of integrated Governance, Risk Management, and Compliance is needed to ensure the efficiency and effectiveness of the Company, as well as the Company's ability to adapt quickly in dealing with changes that occur.

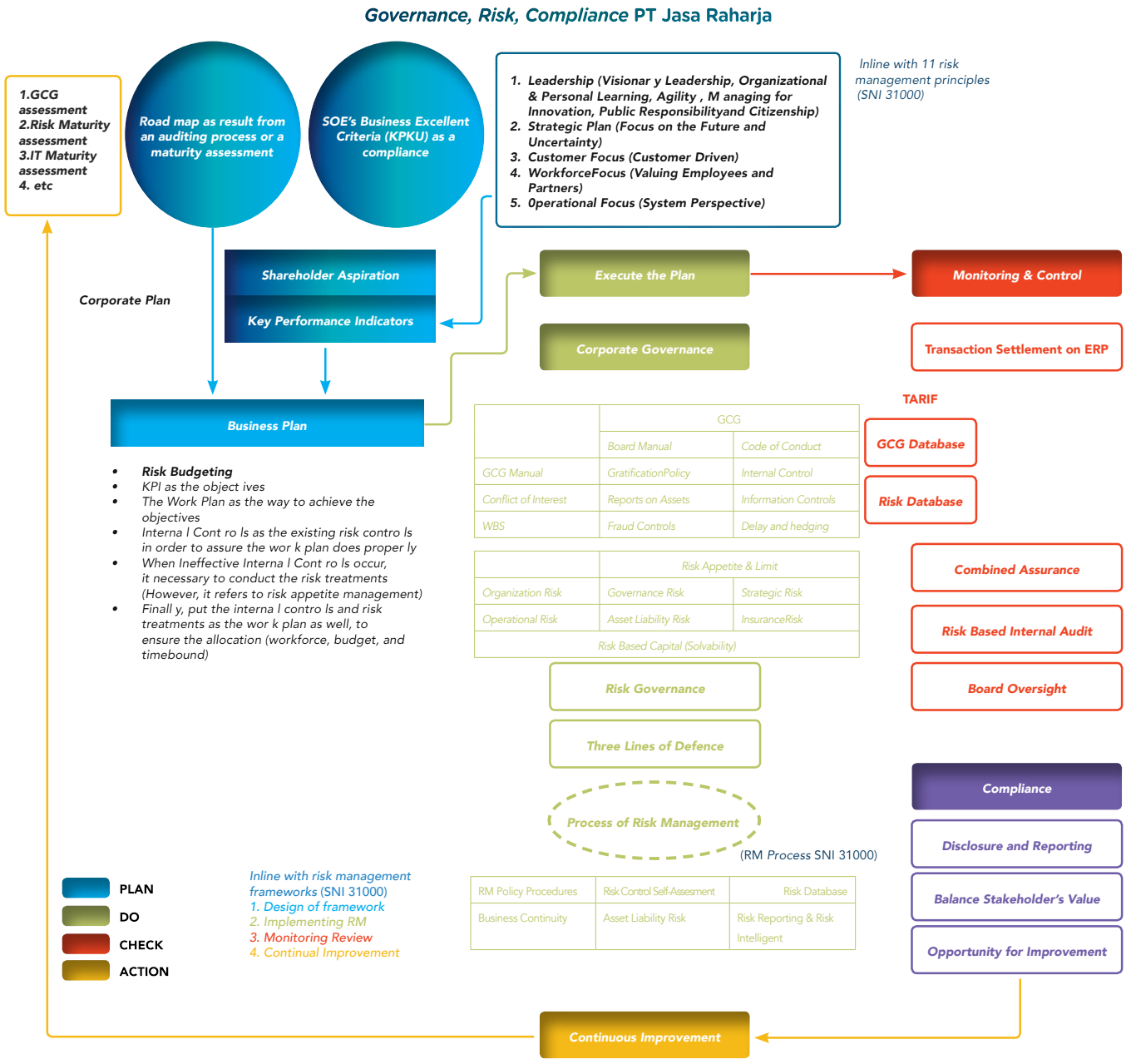
The Integrated Governance, Risk Management, and Compliance Framework is a set of processes and arrangements for the Company to plan, implement, review and make improvements to the implementation of Integrated Governance, Risk Management, and Compliance on an ongoing basis. In addition, this framework assists the Company in integrating aspects of Governance, Risk Management, and Compliance into all processes and activities of the Company.

Berikut ini merupakan mekanisme GRC yang ada di Jasa Raharja.

The following is a GRC mechanism in Jasa Raharja.

Mekanisme GRC

GRC Mechanism



Pada pelaksanaannya, seluruh organ GCG memiliki tanggung jawab masing-masing dengan tetap melaksanakan implementasi GCG secara terintegrasi. Sebagaimana bagan mekanisme diatas, RUPS memiliki kewenangan tertinggi, sedangkan Dewan Komisaris memiliki fungsi Pengawasan dan Menasihati Direksi. Dalam pelaksanaan pekerjaan Dewan Komisaris dibantu oleh organ Dewan Komisaris yaitu Komite Audit dan Sekretaris Dewan Komisaris.

Direksi bertanggung jawab atas pengelolaan Perseroan, di mana dalam menjalankan tugas pengurusan tersebut Direksi dibantu oleh Sekretaris Perusahaan, Satuan Pengawasan Intern, Komite Investasi dan satuan kerja lain yang menjalankan fungsi kepengurusan Perseroan.

Di samping itu, Perseroan juga melakukan audit independen terhadap penyajian laporan keuangan yang dilakukan oleh Akuntan Publik. Proses ini menjadi penting, di mana laporan keuangan menjadi salah satu informasi fundamental yang mencerminkan kinerja Perseroan dan pengelolaan yang dilakukan oleh manajemen.

GOVERNANCE OUTCOME

Efektivitas penerapan GCG di lingkungan Jasa Raharja tercermin dari *governance outcome* yang telah diperoleh. Perseroan dan para pemangku kepentingan telah mendapatkan manfaat dari penerapan GCG dengan dicapainya kinerja keuangan maupun operasional yang baik di tahun 2020 sebagai berikut:

1. Penerimaan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ) (UU No. 34/1964) sebesar Rp3.884.959 juta, setara dengan 110,02% dari target;
2. Penerimaan luran Wajib Kendaraan Bermotor Umum (IWKBU) sebesar Rp80.839 juta, setara dengan 110,74% dari target;
3. Pendapatan Premi Bruto sebesar Rp5.385.063 juta, setara dengan 110,00% dari target;
4. Pendapatan Investasi sebesar Rp976.175 juta, setara dengan 133,24% dari target;
5. Laba Tahun Berjalan sebesar Rp1.508.897 juta, setara dengan 209,07% dari target.

In practice, all GCG organs have their respective responsibilities while continuing to implement GCG in an integrated manner. As the mechanism chart above, the GMS has the highest authority, while the Board of Commissioners has the function of Supervising and Advising the Board of Directors. In carrying out the work of the Board of Commissioners, it is assisted by the organs of the Board of Commissioners, namely the Audit Committee and the Secretary of the Board of Commissioners.

The Board of Directors is responsible for the management of the Company. In carrying out its management duties, the Board of Directors is assisted by the Corporate Secretary, Internal Audit Unit, Investment Committee and other work units that carry out the management function of the Company.

In addition, the Company also conducts an independent audit of the presentation of financial statements by a Public Accountant. This process is important since financial statement is one of the fundamental information that reflects the Company's performance and management.

GOVERNANCE OUTCOME

The effectiveness of the implementation of GCG in Jasa Raharja is reflected in the governance outcomes that have been obtained. The Company and its stakeholders have benefited from the implementation of GCG by achieving good financial and operational performance in 2020 as detailed in the followings:

1. Revenue from Compulsory Contributions for Road Traffic Accident Funds (SWDKLLJ) (Law No. 34/1964) of IDR3,884,959 million was equivalent to 110.02% of the target;
2. Revenue from Public Motor Transport Compulsory Premiums (IWKBU) of IDR80,839 million was equivalent to 110.74% of the target;
3. Gross Premium Income of IDR5,385,063 million was equivalent to 110.00% of the target;
4. Investment income of IDR976,175 million was equivalent to 133.24% of the target;
5. Profit for the Year of IDR1,508.897 million was equivalent to 209.07% of the target.

PENINGKATAN KUALITAS PENERAPAN GCG

IMPROVEMENT IN THE QUALITY OF GCG IMPLEMENTATION

Jasa Raharja berkomitmen untuk terus meningkatkan kualitas penerapan GCG secara berkelanjutan. Perseroan terus melakukan perbaikan dan penyempurnaan struktur, proses dan mekanisme tata kelola yang berlaku di Perseroan.

Jasa Raharja is committed to continuously improving the quality of GCG implementation in a sustainable manner. The Company continues to make improvements and refinements to the governance structure, processes and mechanisms which are implemented in the Company.

SOSIALISASI GCG

Penerapan prinsip-prinsip GCG dalam kegiatan Perseroan didasari oleh tingkat pemahaman serta komitmen insan Jasa Raharja akan hal tersebut, karenanya Perusahaan senantiasa menjadwalkan program sosialisasi pedoman GCG yang bertujuan untuk meningkatkan pemahaman mengenai GCG sehingga dapat menumbuhkan kesadaran dalam diri untuk menerapkan seluruh prinsip-prinsip GCG secara konsisten.

Program sosialisasi, implementasi dan evaluasi akan pedoman GCG dilakukan secara berkesinambungan oleh Biro Hukum dan Kepatuhan. Selama tahun 2020, sosialisasi GCG telah dilakukan dengan hasil rekapitulasi sosialisasi GCG, Integritas Karyawan, dan Uji Pemahaman sebagai berikut:

DISSEMINATION OF GCG

The implementation of GCG principles in the Company's activities is based on the level of understanding and commitment of Jasa Raharja's personnel on this matter. Therefore, the Company always schedules a dissemination program of GCG guidelines which aims to increase understanding of GCG so as to raise awareness within oneself to apply all GCG principles in an effective manner consistently.

The program of dissemination, implementation and evaluation of GCG guidelines is carried out continuously by the Legal and Compliance Bureau. In 2020, GCG dissemination was carried out with the results of the recapitulation of GCG dissemination, Employee Integrity, and Comprehension Tests as follows:

Hasil Penilaian GCG Tahun 2020
GCG Assessment Results for 2020

No.	NAMA CABANG BRANCH NAME	BOBOT VALUE	SOSIALISASI DISSEMINATION			INTEGRITAS KARYAWAN EMPLOYEE INTEGRITY			UJI PEMAHAMAN COMPREHENSION TEST			TOTAL NILAI GCG TOTAL GCG SCORE
			Sasaran Target	Realisasi Realization	Nilai Score	Sasaran Target	Realisasi Realization	Nilai Score	Sasaran Target	Realisasi Realization	Nilai Score	
1.	Riau	33%	59	59	33	59	59	33	100	99,46	32,82	98,82
2.	Kalimantan Timur East Kalimantan	33%	65	65	33	65	65	33	100	97,33	31,12	98,12
3.	Kepulauan Riau Riau Archipelago	33%	34	34	33	34	34	33	100	97,03	32,02	98,02
4.	Nusa Tenggara Barat West Nusa Tenggara	33%	32	32	33	32	32	33	100	97	32,01	98,01
5.	Lampung	33%	54	54	33	54	54	33	100	96,67	31,9	97,9
6.	Bali	33%	50	50	33	50	50	33	100	95,52	31,52	97,52
7.	Sumatera Utara North Sumatra	33%	103	103	33	103	103	33	100	95,46	31,5	97,5
8.	Jambi	33%	32	32	33	32	32	33	100	95,1	31,38	97,38
9.	Banten	33%	67	67	33	67	67	33	100	94,51	31,19	97,19
10.	DKI Jakarta	33%	75	75	33	75	75	33	100	94,03	31,03	97,03

Hasil Penilaian GCG Tahun 2020
GCG Assessment Results for 2020

No.	NAMA CABANG BRANCH NAME	BOBOT VALUE	SOSIALISASI DISSEMINATION			INTEGRITAS KARYAWAN EMPLOYEE INTEGRITY			UJI PEMAHAMAN COMPREHENSION TEST			TOTAL NILAI GCG TOTAL GCG SCORE
			Sasaran Target	Realisasi Realization	Nilai Score	Sasaran Target	Realisasi Realization	Nilai Score	Sasaran Target	Realisasi Realization	Nilai Score	
11.	Sulawesi Tenggara Southeast Sulawesi	33%	32	32	33	32	32	33	100	93,93	31	97
12.	Aceh	33%	49	49	33	49	49	33	100	93,55	30,87	96,87
13.	Bangka Belitung	33%	22	22	33	22	21	31,5	100	97,78	32,27	96,77
14.	Kantor Pusat Head Office	33%	231	231	33	231	231	33	100	931,11	30,73	96,73
15.	Jawa Tengah Central Java	33%	170	170	33	170	170	33	100	93,04	30,7	96,7
16.	Jawa Timur East Java	33%	151	151	33	151	151	33	100	93,03	30,7	96,7
17.	Sumatera Barat West Sumatra	33%	50	50	33	50	50	33	100	92,65	30,57	96,57
18.	Jawa Barat West Java	33%	161	161	33	161	161	33	100	92,52	30,53	96,53
19.	Sulawesi Tengah Central Sulawesi	33%	33	33	33	33	33	33	100	91,87	30,32	96,32
20.	Kalimantan Barat West Kalimantan	33%	44	44	33	44	44	33	100	91,45	30,18	96,18
21.	Nusa Tenggara Timur East Nusa Tenggara	33%	40	40	33	40	40	33	100	91,37	30,15	96,15
22.	Bengkulu	33%	24	24	33	24	24	33	100	91,13	30,07	96,07
23.	Kalimantan Selatan South Kalimantan	33%	35	35	33	35	34	32,06	100	93,88	30,98	96,04
24.	Kalimantan Tengah Central Kalimantan	33%	30	30	33	30	30	33	100	90,96	30,02	96,02
25.	Maluku	33%	23	23	33	23	23	33	100	90,55	29,88	95,88
26.	Sulawesi Selatan South Sulawesi	33%	73	70	31,64	73	73	33	100	94,07	31,04	95,69
27.	Sumatera Selatan South Sumatra	33%	57	55	31,84	57	57	33	100	91,79	30,29	95,13
28.	D.I Yogyakarta	33%	38	38	33	38	35	30,39	100	92	30,36	93,75
29.	Sulawesi Utara North Sulawesi	33%	65	65	33	65	65	33	100	81,56	26,91	92,91
30.	Papua	33%	53	38	23,66	53	38	33	100	92,53	30,53	87,2

PERKEMBANGAN PENERAPAN GCG TAHUN 2020

Menindaklanjuti Rekomendasi Asesmen GCG Tahun 2019 dan sehubungan dengan adanya perubahan regulasi serta penambahan ketentuan yang masih belum diatur, dilakukan penyempurnaan/revisi atas Panduan/*guidelines* untuk mendukung Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*), di mana sampai saat ini revisi tersebut masih dalam proses finalisasi. Adapun Pedoman yang menjadi *area of concern* yaitu : Pedoman GCG, Pedoman Perilaku, *Board Manual*, Pedoman Kepatuhan LHKPN, Pedoman Pengendalian Gratifikasi, dan Pedoman Sistem Pelaporan Pelanggaran.

ASESMEN GCG

Komitmen Perseroan untuk terus meningkatkan kualitas penerapan GCG di lingkup operasionalnya salah satunya adalah dengan melakukan *self assessment* atau penilaian akan penerapan prinsip-prinsip GCG dalam Perseroan. Dengan keyakinan kuat bila kualitas penerapan prinsip GCG semakin baik, maka akan memberikan dampak positif terhadap Perseroan di masa kini dan masa-masa yang akan datang.

Setiap tahunnya Jasa Raharja melaksanakan penilaian penerapan prinsip GCG dengan dibantu oleh pihak ketiga dengan tujuan mendapatkan nilai subjektif akan kualitas GCG Perseroan.

Landasan Hukum Pelaksanaan *Assessment* GCG

1. Peraturan Menteri BUMN Nomor PER-09/MBU/2012 tentang perubahan atas peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN;
2. Surat Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tanggal 06 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

Tujuan Pelaksanaan *Assessment*

Pelaksanaan *assessment* GCG di Jasa Raharja ditujukan untuk:

1. Menguji, menilai dan memantau penerapan GCG di Perseroan melalui elaborasi kondisi penerapan *corporate governance* dan pembandingan dengan indikator dan parameter pengujian yang telah ditentukan;
2. Memberikan gambaran hasil *assessment* melalui pemberian skoring atas penerapan *corporate governance* berikut rekomendasi perbaikan yang diusulkan untuk mengurangi kesenjangan (gap) antara praktik GCG dengan indikator dan parameter pengujian.

Pihak yang Melaksanakan *Assessment*

Pelaksanaan penilaian atau *assessment* terhadap praktik Tata Kelola Perusahaan di Jasa Raharja dilaksanakan oleh konsultan independen yang telah memiliki kompetensi dan kapabilitas dalam melakukan penilaian penerapan GCG, yaitu PT Sinergi Daya Prima.

DEVELOPMENT OF GCG IMPLEMENTATION IN 2020

Following up on the 2019 GCG Assessment Recommendations and in relation to regulatory changes and additional provisions that have not yet been regulated, improvements have been made to the Guidelines to support Good Corporate Governance, of which up to now, the revisions are still in the finalization process. The guidelines which become areas of concern are GCG Guidelines, Code of Conduct, Board Manual, LHKPN Compliance Guidelines, Gratification Control Guidelines, and Violation Reporting System Guidelines.

GCG ASSESSMENT

The Company is committed to keep improving the quality of GCG implementation in its operations, one of which is by conducting self-assessment or assessment of the implementation of GCG principles in the Company. With strong belief that if the GCG principle implementation quality is improved, it would create positive impact to the Company in the present time and in the future.

Every year, Jasa Raharja conducts assessment of GCG principle implementation assisted by a third party in order to obtain subjective assessment of GCG quality of the Company.

Legal Basis GCG Assessment Implementation

1. Regulation of the Minister of SOEs No. PER-09/MBU/2012 concerning Amendment to Regulation of the Minister of State-Owned Enterprise NO.PER-01/MBU/2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs;
2. Decree of Secretary of the Ministry of SOEs No. SK-16/S. MBU/2012 dated June 6, 2012 concerning Assessment and Evaluation Indicators/Parameters of Good Corporate Governance Implementation in SOEs.

Objectives of Assessment

The objectives of the Company's GCG Assessment are as follows:

1. Test, assess, and monitor the implementation of GCG in the Company by elaborating the condition of corporate governance implementation and the comparison with determined testing indicators and parameters;
2. Provide overview of the assessment result through scoring of corporate governance implementation as well as the recommendation for improvement proposed to overcome gap between GCG practice and testing indicators and parameters.

Assessor

The execution of GCG assessment in PT Jasa Raharja is conducted by an independent consultant with competency and capability in conducting GCG implementation assessment, i.e. PT Sinergi Daya Prima.

Kriteria yang digunakan

Dengan mengacu kepada landasan hukum yang berlaku yaitu Peraturan Menteri Negara BUMN Nomor PER-01/ MBU/2011 Jo Peraturan Menteri BUMN Nomor PER-09/ MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN dan Keputusan Sekretaris Kementerian BUMN No. SK-16/S. MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG pada BUMN, penilaian yang dilakukan akan memperhatikan beberapa aspek sebagai berikut:

1. Komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik secara berkelanjutan;
2. Pemegang Saham dan RUPS;
3. Dewan Komisaris;
4. Direksi;
5. Pengungkapan Informasi dan Transparansi;
6. Aspek lainnya.

Implemented Criteria

Referring to the prevailing legal basis, i.e. Regulation of the Minister of SOEs No. PER-01/MBU/2011 Jo Regulation of the Minister of SOEs No. PER-09/MBU/2012 concerning Implementation of Good Corporate Governance (GCG) in SOEs and Decree of Secretary of the Ministry of SOEs NO.SK-16/S/MBU/2012 concerning Indicators/Parameters of GCG Implementation in SOEs, the assessment was conducted by taking into account some aspects as follows:

1. Commitment to Sustainable Implementation of Good Corporate Governance;
2. Shareholders and GMS;
3. Board of Commissioners;
4. Board of Directors;
5. Information Disclosure and Transparency;
6. Other Aspects.

Hasil *Assessment* Tahun Buku 2020

2020 GCG Assessment

No	Aspek Pengujian GCG Assessment Aspects	Bobot Value	Capaian Tahun 2020 Achievement in 2020		Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality
			Skor Score	% Pencapaian % of Achievement	
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,658	95,11%	Sangat Baik Very Good
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholder and GMS/Capital Owners	9,00	8,592	95,47%	Sangat Baik Very Good
III	Dewan Komisaris Board of Commissioners	35,00	33,808	96,59%	Sangat Baik Very Good
IV	Direksi Board of Directors	35,00	33,645	96,13%	Sangat Baik Very Good
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	8,798	97,75%	Sangat Baik Very Good
VI	Aspek Lainnya Other Aspects	5,00	5,000	100,00%	Sangat Baik Very Good
Total		**100,00**	**96,500**	**96,50%**	Sangat Baik Very Good

Keterangan: 0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Annotation: 0-50 : Very Poor | 50-60 : Poor | 60-75 : Sufficient | 75-85 : Good | 85-100 : Very Good

Berdasarkan hasil *self assessment* tahun buku 2019, terdapat 30 rekomendasi yang menjadi *area of improvement* untuk peningkatan kualitas penerapan prinsip Tata Kelola Perusahaan di Jasa Raharja, yaitu:

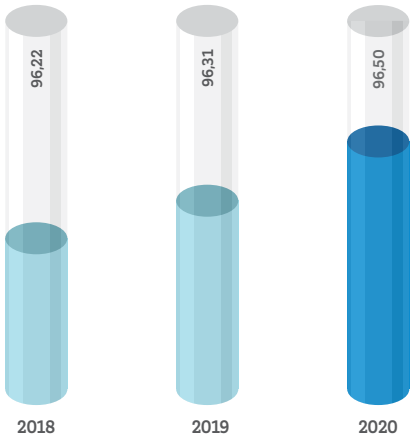
Based on the 2019 GCG Assessment Results, there are 30 recommendations that become 'areas of improvement' to the quality of the implementation of the principles of Good Corporate Governance at Jasa Raharja, namely:

No	Aspek Pengujian Assessment Aspect	Jumlah Rekomendasi Number of Recommendation
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	1
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholder and GMS/Capital Owners	6
III	Dewan Komisaris Board of Commissioners	8
IV	Direksi Board of Directors	11
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	3
VI	Aspek Lainnya Other Aspects	1

Perkembangan hasil *self assessment* GCG di Jasa Raharja 3 tahun terakhir adalah sebagai berikut:

The progress of the results of the GCG self-assessment at Jasa Raharja in the last 3 years is as follows:

Skor *Self Assessment* GCG 2018-2020
GCG Self-Assessment Score 2018-2020



Tindak Lanjut Rekomendasi Asesmen GCG

Sebagai bagian dari upaya untuk terus meningkatkan kualitas penerapan GCG, Perseroan menindaklanjuti rekomendasi dari hasil *assessment* periode sebelumnya. Status tindak lanjut rekomendasi *assessment* tahun buku 2019 hingga akhir tahun 2020 adalah sebagai berikut:

Follow Up on the Recommendation of 2019 GCG Assessment

As part of its efforts to continuously improve the quality of GCG implementation, the Company follows up on recommendations from the results of the previous period's assessment. The status of the follow-up to the assessment recommendations for the 2019 financial year until the end of 2020 is as follows:

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
1	Melengkapi tugas Direktur Utama, dalam menyusun rencana kerja yang diperlukan untuk memastikan Perusahaan memenuhi Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dalam rangka melaksanakan prinsip-prinsip Tata Kelola Perusahaan yang Baik To complete the duties of the President Director, in preparing the necessary work plans to ensure the Company compliance with the Guidelines for the Implementation of Good Corporate Governance in order to implement the principles of Good Corporate Governance			√	Akan ditindaklanjuti Will be followed up
2	Menetapkan ketentuan-ketentuan berikut ini di Anggaran Dasar sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan Nomor: 73/POJK.05/2016 tanggal 23 Desember 2016 perihal Tata Kelola Perusahaan Yang Baik Bagi Perusahaan Perasuransian: a. Jumlah anggota Direksi paling sedikit 3 (tiga) orang b. Jumlah anggota Dewan Komisaris paling sedikit 3 (tiga) orang To stipulate the following provisions in the Articles of Association in accordance with the provisions of the Financial Services Authority Regulation Number: 73/POJK.05/2016 dated December 23, 2016 regarding Good Corporate Governance for Insurance Companies: a. The number of Board of Directors is at least 3 (three) persons b. The number of Board of commissioners is at least 3 (three) persons			√	Akan ditindaklanjuti Will be followed up
3	Melengkapi Anggaran Dasar Perusahaan sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor: 73/POJK.05/2016 tanggal 23 Desember 2016 perihal Tata Kelola Perusahaan yang Baik Bagi Perasuransian: a. Ketentuan rangkap jabatan anggota Direksi b. Ketentuan minimal anggota Dewan Komisaris Independen c. Ketentuan rangkap jabatan anggota Dewan Komisaris To complete the Company's Articles of Association in accordance with Financial Services Authority Regulation Number: 73/POJK.05/2016 dated December 23, 2016 regarding Good Corporate Governance for Insurance Industry: a. Provisions for concurrent positions of members of the Board of Directors b. Minimum requirements for members of the Board of Independent Commissioners c. Provisions for concurrent positions of members of the Board of Commissioners			√	Akan ditindaklanjuti Will be followed up

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
4	Mengatur ketentuan jangka waktu penyampaian permohonan untuk *fit and proper test* dengan segera oleh Direksi kepada OJK setelah Keputusan Menteri BUMN selaku RUPS atas pengangkatan Dewan Komisaris ke OJK To establish the terms of duration for submitting the proposal for fit and proper test of candidates for members of the Board of Commissioners to Financial Service Authority		√		Akan ditindaklanjuti dengan ditambahkan pada *Board Manual* (*Board Manual* sedang dalam proses penyempurnaan) Will be followed up by adding the terms into the Board Manual (The Board Manual is now under refinement process)
5	Mengajukan permohonan penilaian *fit and proper test* dengan segera oleh Direksi kepada OJK setelah Keputusan Menteri BUMN selaku RUPS atas pengangkatan Dewan Komisaris Perusahaan Board of Directors shall submit the proposal for fit and proper test assessment to Financial Service Authority after the Decree of the Minister of SOEs as the GMS on the appointment of members of the Board of Commissioners			√	Akan ditindaklanjuti Will be followed up
6	Memastikan ketentuan minimal anggota Dewan Komisaris Independen di Anggaran Dasar Perusahaan selaras dengan Peraturan Otoritas Jasa Keuangan Nomor: 73/POJK.05/2016 tanggal 23 Desember 2016 tentang Tata Kelola Perusahaan Yang Baik Bagi Perusahaan Perasuransian To ensure that the minimum requirements for members of the Board of Independent Commissioners in the Company's Articles of Association are in line with Financial Services Authority Regulation Number: 73/POJK.05/2016 dated December 23, 2016 concerning Good Corporate Governance for Insurance Companies		√		Akan ditindaklanjuti Will be followed up
7	Menyampaikan permohonan perjalanan dinas ke luar negeri selambat-lambatnya 14 (empat belas) hari kerja sebelum jadwal perjalanan dinas dimaksud sesuai ketentuan dalam Surat Edaran Kementerian BUMN Nomor SE-08/MBU/12/2015 tanggal 23 Desember 2015 tentang Perjalanan Dinas ke Luar Negeri bagi Direksi dan Dewan Komisaris/Dewan Pengawas To submit an application for Approval for Overseas Official Travels no later than 14 (fourteen) working days prior to the official travel schedule in accordance with the provisions in the Circular Letter of the Ministry of SOEs Number SE-08/MBU/12/2015 dated December 23, 2015 concerning Overseas Official Travels for Board of Directors and Board of Commissioners/Supervisory Board	√			Telah ditindaklanjuti dengan mengirimkan permohonan perjalanan dinas ke luar negeri ke Pemegang Saham tidak melewati batas selambat-lambatnya 14 (empat belas) hari kerja sebelum jadwal perjalanan dinas dimaksud It has been followed up by sending an application for Overseas Official Travels to Shareholders not exceeding the limit of no later than 14 (fourteen) working days prior to said official travels.

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
8	Memberikan tanggapan tertulis atas Usulan Pengangkatan anggota Direksi/Dewan Komisaris Anak Perusahaan sesuai dengan ketentuan AD Perusahaan Pasal 11 ayat (10) Huruf o To provide written responses to the Proposal for Appointment of members of the Board of Directors/Board of Commissioners of Subsidiaries in accordance with the provisions of the Company's Articles of Association Article 11 paragraph (10) Letter o	√			Telah ditindaklanjuti di mana pada tahun 2020 terdapat pengangkatan Komisaris Independen PT Jasaraharja Putera. Direksi sudah meminta tanggapan Dewan Komisaris PT Jasa Raharja atas pengangkatan Komisaris Independen tersebut It has been followed up in which in 2020 there was the appointment of the Independent Commissioner of PT Jasaraharja Putera. The Board of Directors has requested a response from the Board of Commissioners of PT Jasa Raharja on the appointment of the Independent Commissioner
9	Menyusun dan menyampaikan hasil penilaian kinerja Direksi kepada Pemegang Saham dan mendokumentasikannya dengan baik sesuai dengan ketentuan yang berlaku To prepare and submit the performance assessment results of the Board of Directors to the Shareholders and document them properly in accordance with the applicable regulations	√			Hasil Penilaian Direksi terdapat pada penilaian per Direktorat yang tertuang dalam laporan Manajemen yang secara rutin telah disampaikan kepada Pemegang Saham (KBUMN) The results of the Board of Directors' Assessment are contained in the assessment per Directorate as stated in the Management report which is routinely submitted to the Shareholder, which is the Ministry of SOEs (KBUMN)
10	Membentuk Komite selain Komite Audit yaitu : a. Komite Pemantau Risiko sesuai dengan 1) Peraturan Otoritas Jasa Keuangan Nomor 73/POJK.05/2016 tanggal 23 Desember 2016 tentang Tata Kelola Perusahaan yang Baik Bagi Perusahaan Perasuransian Pasal 51 ayat (1). 2) Surat Edaran Otoritas Jasa Keuangan Nomor 14/SEOJK.05/2019 tanggal 22 Juli 2019 tentang Pembentukan, Susunan Keanggotaan, dan Masa Kerja Komite Pada Dewan Komisaris Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah Bab II Angka 1. Establishing Committees other than the Audit Committee, namely: a. Risk Monitoring Committee in accordance with 1) Regulation of the Financial Services Authority No. 73/POJK.05/2016 dated December 23, 2016 concerning Good Corporate Governance for Insurance Companies Article 51 paragraph (1). 2) Financial Services Authority Circular Letter Number 14/SEOJK.05/2019 dated July 22, 2019 concerning the Establishment, Membership Structure, and Term of Service of Committees on the Board of Commissioners of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies Chapter II Number 1.	√			Komite Pemantau Risiko telah dibentuk Melalui Keputusan Dewan Komisaris Jasa Raharja Nomor KEP-03/DK/JR/02/2021 tanggal 17 Februari 2021 Risk Monitoring Committee has been formed Through the Decision of the Board of Commissioners of Services Raharja Number KEP-03/DK/JR/02/2021 February 17, 2021

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
	b. Komite Tata Kelola Terintegrasi sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor: 18/POJK.03/2014 tanggal 19 November 2014 tentang Tata Kelola Terintegrasi bagi Konglomerasi Keuangan Pasal 14 ayat (1). b. Integrated Governance Committee in accordance with Regulation of the Financial Services Authority No. 18/POJK.03/2014 dated November 19, 2014 concerning Integrated Governance for Financial Conglomerates Article 14 paragraph (1).	√			Pembentukan Komite Tata Kelola Terintegrasi telah disampaikan kepada Dewan Komisaris. Berdasarkan Peraturan OJK Nomor: 43/POJK.05/2019 Tahun 2019 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan Nomor 73/POJK.05/2016 tentang Tata Kelola Perusahaan Yang Baik bagi Perusahaan Perasuransian. PT Jasa Raharja tidak termasuk ke dalam konglomerasi keuangan, namun secara penerapan masih menunggu surat resmi dari OJK terkait pembatalan status konglomerasi The establishment of the Integrated Governance Committee has been submitted to the Board of Commissioners. Based on OJK Regulation Number: 43/POJK.05/2019 of 2019 concerning Amendments to OJK Regulation Number 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies. PT Jasa Raharja is not included in a financial conglomerate, however In practice, the Company is still waiting for an official letter from OJK regarding the cancellation of the conglomerate status
11	Memperhatikan hal-hal sebagai berikut: a. Piagam Komite Audit Bagian Keanggotaan terkait ketentuan Jumlah Keanggotaan Komite Audit. b. Komposisi anggota Komite Audit sesuai dengan ketentuan Surat Edaran Otoritas Jasa Keuangan Nomor 14/SEOJK.05/2019 tanggal 22 Juli 2019 tentang Pembentukan, Susunan Keanggotaan, dan Masa Kerja Komite Pada Dewan Komisaris Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah Bab III Angka 1 Huruf c. To pay attention to the following things a. Audit Committee Charter of the Membership Section in relation to the provisions on the Number of Membership of the Audit Committee. b. The composition of the members of the Audit Committee is in accordance with the provisions of the Circular Letter of the Financial Services Authority Number 14/SEOJK.05/2019 dated July 22, 2019 concerning the Establishment, Membership Structure, and Term of Service of Committees on the Board of Commissioners of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Reinsurance Companies Sharia Chapter III Number 1 Letter c.			√	Akan ditindaklanjuti Will be followed up

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
12	Melengkapi Piagam Komite Audit sesuai dengan ketentuan Surat Edaran Otoritas Jasa Keuangan Nomor 14/SEOJK.05/2019 tanggal 22 Juli 2019 tentang Pembentukan, Susunan Keanggotaan, dan Masa Kerja Komite Pada Dewan Komisaris Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah, yaitu terkait: a. Masa Kerja Komite Audit b. Tata tertib Komite termasuk pengaturan kode etik, waktu kerja dan pengaturan rapat meliputi pengaturan hak suara, kebijakan kehadiran rapat, dan penyusunan risalah rapat To complete the Audit Committee Charter in accordance with the provisions of the Financial Services Authority Circular Letter Number 14/SEOJK.05/2019 dated July 22, 2019 concerning the Establishment, Membership Structure, and Working Period of Committees of the Board of Commissioners of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies, which is related to: a. Audit Committee Working Period b. Committee rules including the establishment of code of ethics, working hours and meeting arrangements including the establishment of voting rights, meeting attendance policies, and preparation of meeting minutes			√	Akan ditindaklanjuti Will be followed up
13	Melengkapi Program Kerja Tahunan Komite Audit terkait pelaksanaan *self assessment* atas kinerja Komite Audit. To complete the Audit Committee's Annual Work Program related to the implementation of self-assessment on the performance of the Audit Committee.			√	Akan ditindaklanjuti Will be followed up

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
14	Melakukan penandatanganan Risalah Rapat Komite Audit sesuai dengan ketentuan: a. Piagam Komite Audit Bagian Rapat-Rapat Komite Angka 2. b. Surat Edaran Otoritas Jasa Keuangan Nomor 14/SEOJK.05/2019 tanggal 22 Juli 2019 tentang Pembentukan, Susunan Keanggotaan, dan Masa Kerja Komite Pada Dewan Komisaris Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah Bab VII Rapat Komite Angka 6 To sign the Minutes of the Audit Committee Meeting in accordance with the following provisions: a. Audit Committee Charter, Committee Meetings Section, Number 2. b. Financial Services Authority Circular Letter Number 14/SEOJK.05/2019 dated July 22, 2019 concerning the Establishment, Membership Structure, and Term of Service of Committees on the Board of Commissioners of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies Committee Meeting Section, Chapter VII number 6	√			Telah dilakukan penandatanganan risalah rapat Komite Audit The minutes of the Audit Committee meeting have been signed
15	Terkait dengan program pelatihan dalam rangka meningkatkan kompetensi Anggota Direksi, sebagai berikut: Related to the training program in order to improve the competency of the Board of Directors, as follows:				
	a. Menyusun rencana kerja dan anggaran secara tersendiri untuk kegiatan pelatihan anggota Direksi. a. Preparing work plan and budget separately for the training activities of members of the Board of Directors.	√			Telah ditindaklanjuti dengan membuat rencana kerja pelatihan tersendiri bagi Direksi It has been followed up by making a separate training work plan for the Board of Directors

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
	b. Menyampaikan laporan pelaksanaan perjalanan dinas ke Luar Negeri yang di ikuti oleh anggota Direksi paling lambat 14 (empat belas) hari setelah pelaksanaan perjalanan dinas kepada Menteri BUMN sesuai ketentuan yang tercantum dalam Surat Edaran Kementerian BUMN Nomor: SE-08/MBU/12/2015 tanggal 23 Desember 2015 tentang Perjalanan Dinas Ke Luar Negeri bagi Direksi dan Dewan Komisaris/Dewan Pengawas. b. Submit a report on the implementation of an official overseas travels which is followed by a member of the Board of Directors no later than 14 (fourteen) days after the implementation of the official travels to the Minister of SOEs in accordance with the provisions contained in the Circular Letter of the Ministry of SOEs Number: SE-08/MBU/12/2015 dated December 23, 2015, concerning Official Overseas Travel for the Board of Directors and the Board of Commissioners/Supervisory Board.			√	Pada tahun 2020 tidak terdapat pelaksanaan perjalanan dinas ke luar negeri oleh Anggota Direksi, dan pada perjalanan dinas berikutnya akan ditindaklanjuti sesuai ketentuan In 2020, there were no official overseas travels by members of the Board of Directors, and the next official travels will be followed up in accordance with the provisions
16	Melakukan sosialisasi RJPP yang telah disahkan oleh Pemegang Saham kepada seluruh Pegawai Perusahaan. To disseminate the Company's Long-Term Plan (RJPP) which has been approved by the Shareholders to all Company Employees.	√			RJPP 2019-2023 telah disosialisasikan secara berkala pada tanggal 18 Mei – 10 Juli 2020 melalui Program Kuliah Umum/Pembinaan Kepala Unit Kerja Tahun 2020. Selanjutnya, pada tahun 2020 Perusahaan menyusun RJPP 2020 – 2024 (Revisi), yang telah ditandatangani oleh Direksi dan Dewan Komisaris pada tanggal 30 Desember 2020. RJPP 2020-2024 sampai saat ini masih belum disahkan oleh Pemegang Saham, sehingga belum dilakukan sosialisasi kembali. The 2019-2023's RJPP has been periodically disseminated on May 18 – July 10, 2020, through the 2020 Public Lecture/Guidance Program for Heads of Work Units. Furthermore, in 2020, the Company prepared 2020 – 2024's RJPP (Revised), which was signed by the Board of Directors and Board of Commissioners on December 30, 2020. The 2020-2024's RJPP has not yet been ratified by the Shareholders, so its dissemination has not yet been carried out.

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
17	Memastikan RKAP yang berlaku merupakan penjabaran tahunan dari RJPP yang berlaku di Perseroan sesuai dengan ketentuan: a. Keputusan Menteri BUMN Nomor: KEP-101/MBU/2002 tanggal 4 Juni 2002 tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan BUMN Pasal 1 Ayat (3). b. SK-16/S.MBU/2012 pada tanggal 6 Juni 2012 tentang Indikator/Parameter penilaian dan evaluasi atas penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara. To ensure that the Company's Work Plan and Budget (RKAP) is an annual elaboration of the Company's RJPP in accordance with the following provisions: a. Decree of the Minister of State-Owned Enterprises Number: KEP-101/MBU/2002 dated June 4, 2002 concerning Preparation of Work Plans and Budgets for State-Owned Enterprises, Article 1 Paragraph (3). b. Decree No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/ Parameters of assessment and evaluation of the implementation of Good Corporate Governance in State-Owned Enterprises.	√			Penyampaian *Draft* RKAP tahun 2020 kepada Dewan Komisaris baru terlaksana pada tanggal 21 Oktober 2019, namun penyampaian *Draft* RKAP tahun 2020 kepada Kementerian BUMN/Pemegang Saham terlaksana pada tanggal 31 Oktober 2019 (tepat waktu). Akan menjadi perhatian kami sepenuhnya untuk memenuhi target tersebut pada tahun berikutnya agar temuan tersebut tidak berulang kembali. The submission of the 2020 RKAP Draft to the Board of Commissioners was only carried out on October 21, 2019, while the submission of the 2020 RKAP Draft to the Ministry of SOEs/ Shareholders was carried out on October 31, 2019 (on time). It will be our utmost attention to meet these targets in the following year so that these findings will not be repeated.
18	Menyampaikan rencana promosi dan mutasi Pejabat satu level di bawah Direksi kepada Dewan Komisaris untuk kesempatan pemberian arahan sebagaimana yang tercantum dalam SK.16/S.MBU/2012 pada tanggal 6 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara. To submit promotion and transfer plans for Officers one level below the Board of Directors to the Board of Commissioners for the opportunity to provide guidance as stated in SK.16/S.MBU/2012 dated June 6, 2012, concerning Indicators/ Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.			√	Akan ditindaklanjuti Will be followed up

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
19	Menetapkan *Master Plan* TI (RJPTI) sebagai Pedoman dalam pengembangan Teknologi dan Informasi sebagaimana tercantum dalam SK-16/S.MBU/2012 pada tanggal 6 Juni 2012 tentang Indikator/Parameter penilaian dan evaluasi atas penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara. To establish the IT Master Plan (RJPTI) as a Guideline in the development of Technology and Information as stated in SK-16/S. MBU/2012 dated June 6, 2012, concerning Indicators/Parameters of assessment and evaluation of the implementation of Good Corporate Governance in State-Owned Enterprises.	√			Penerapan TI di Perseroan sesuai dengan *Master Plan* RJPTI 2020-2023 dan disertai dengan perencanaan TI yang matang. The implementation of IT in the Company is in accordance with the 2020-2023 RJPTI Master Plan and is accompanied by a mature IT plan.
20	Melakukan *monitoring* dan evaluasi pelaksanaan *master plan* teknologi informasi secara berkala setiap tahun untuk mengetahui keberhasilan pencapaian pelaksanaan, hasil, dan tujuan *master plan* teknologi informasi, sesuai ketentuan yang tercantum dalam Peraturan Menteri BUMN No: PER-03/ MBU/02/2018 tanggal 12 Februari 2018 tentang Panduan Penyusunan Teknologi Informasi BUMN. To monitor and evaluate the implementation of the information technology master plan periodically every year to determine the success of achieving the implementation, results, and objectives of the information technology master plan, in accordance with the provisions contained in the Minister of SOE Regulation No: PER-03/MBU/02/2018 dated February 12, 2018, concerning Guidelines for the Preparation of SOEs Information Technology.	√			*Monitoring* dan evaluasi pelaksanaan *master plan* teknologi informasi dilaksanakan secara berkala setiap tahunnya, dan realisasi program kegiatan melalui Laporan Manajemen yang disampaikan kepada Pemegang Saham. Selain itu, atas *master plan*-nya sendiri juga dilakukan penyesuaian pada saat penyusunan RJPTI yang dilaksanakan per 5 tahun. The monitoring and evaluation of the implementation of the information technology master plan are carried out regularly every year, and the realization of the activity program through the Management Report is submitted to the Shareholders. In addition, on the master plan itself, adjustments are also made at the time of the preparation of the RJPTI which is carried out every 5 years.
21	Memastikan bahwa Perseroan melakukan evaluasi dan menindaklanjuti evaluasi atas implementasi K3 sebagaimana yang tercantum dalam SK-16/S.MBU/2012 pada tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan evaluasi atas penerapan Tata Kelola Perusahaan yang baik pada Badan Usaha Milik Negara. To ensure that the Company evaluates and follows up on the evaluation of the implementation of OHS as stated in SK-16/S. MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and evaluation of the implementation of Good Corporate Governance in State-Owned Enterprises.	√			Telah dilakukan Evaluasi dalam setiap rapat, khususnya di tahun 2020 tentang penerapan protokol kesehatan pencegahan COVID-19, dan telah ditindaklanjuti dengan bukti2 yang tertuang dalam setiap laporan Triwulanan P2K3 ke Disnaker. Evaluation has been carried out in every meeting, especially in 2020 regarding the implementation of the COVID-19 prevention health protocol, and has been followed up with the evidence contained in each P2K3 Quarterly report to the Manpower Office.

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
22	Memastikan terdapat proses penjaringan dan penilaian yang dilakukan oleh Perseroan terhadap pengangkatan anggota Dewan Komisaris Anak Perusahaan sesuai dengan ketentuan dalam Pedoman GCG Bab VII Angka 7.5. tentang Pengangkatan dan Pemberhentian Dewan Komisaris dan Direksi Anak Perusahaan. To ensure that there is a screening and assessment process carried out by the Company on the appointment of members of the Board of Commissioners of Subsidiaries in accordance with the provisions of the GCG Guidelines Chapter VII Number 7.5. regarding the Appointment and Dismissal of the Board of Commissioners and Directors of Subsidiaries.			√	Akan ditindaklanjuti Will be followed up
23	Mendokumentasikan hal-hal sebagai berikut: a. Proses penetapan penghasilan Direksi & Dewan Komisaris Anak Perusahaan sesuai ketentuan yang tercantum dalam Pedoman GCG, meliputi: 1) Penyampaian usulan perhitungan gaji Direksi & Dewan Komisaris Anak Perusahaan, dari Direksi Anak Perusahaan kepada Dewan Komisaris Anak Perusahaan. 2) Hasil analisa, tanggapan dan persetujuan Dewan Komisaris Anak Perusahaan atas usulan perhitungan gaji Direksi & Dewan Komisaris Anak Perusahaan. To document the following: a. The process of determining the income of the Board of Directors & Board of Commissioners of the Subsidiary in accordance with the provisions contained in the GCG Guidelines, including: 1) Submission of proposals for calculating the salaries of the Board of Directors & Board of Commissioners of the Company's Subsidiary, from the Board of Directors of the Subsidiary to the Board of Commissioners of the Subsidiary. 2) Analysis results, responses and approval of the Board of Commissioners of the Subsidiary on the salary calculation of the Board of Directors and Board of Commissioners of the Company's Subsidiary.			√	Akan ditindaklanjuti Will be followed up
24	Menyusun Kebijakan Pengaturan untuk Anak Perusahaan secara tersendiri. To develop Regulatory Policy for Subsidiaries separately.			√	Akan ditindaklanjuti Will be followed up

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
25	Meningkatkan kinerja agar memperoleh pencapaian kinerja sebagaimana target-target yang telah disepakati dalam RKAP. To improve performance in order to obtain performance achievements according to the targets agreed in the Company's Work Plan and Budget (RKAP).	√			Dalam meningkatkan kinerja Perseroan, telah dilakukan langkah-langkah sebagai berikut : **Sektor Pendapatan :** 1. Menetapkan RKAP Tahun 2021 Bidang Pendapatan dengan aktivitas di atas realisasi Tahun 2020 yaitu secara *overall* peningkatan Anggaran 2021 dibandingkan dengan realisasi 2020 104,68%. 2. Membuat program kerja yang mendukung pencapaian kinerja Tahun 2021. **Sektor Biaya :** 1. Melakukan program kerja upaya pencegahan kecelakaan bersama mitra kerja. 2. Pencapaian aktivitas penyerahan santunan tahun 2020 sebesar 103,47% menurun dibandingkan tahun 2019 sebesar 111,08%. 3. Pencapaian penurunan realisasi penyerahan santunan sebesar -13,41% lebih besar daripada penurunan RKAP sebesar -7,04%. In improving the Company's performance, the following steps have been taken: **Revenue Sector:** 1. Establish the 2021 RKAP for the Revenue Sector with activities above the 2020 realization, namely the overall increase in the 2021 Budget compared to the 2020 realization of 104.68%. 2. Create a work program that supports the achievement of performance in 2021. **Expenses Sector:** 1. Carry out work programs to prevent accidents with partners. 2. The achievement of compensation activities in 2020 was 103.47%, which is a decrease compared to 2019's of 111.08%. 3. The achievement of the decrease in the realization of the delivery of compensation by -13.41%, which was greater than the decrease in the RKAP of -7.04%.
26	Mencantumkan dalam *Board Manual* mengenai ketentuan terkait: a. Etika Rapat; dan b. Pelaksanaan evaluasi tindak lanjut hasil Rapat sebelumnya. To include in the Board Manual the relevant provisions: a. Meeting Ethics; and b. Implementation of follow up evaluation of the results of previous Meeting.		√		Sedang dalam tahap penyusunan *Board Manual* yang baru Currently in the stage of drafting a new Board Manual

No	Rekomendasi Recommendations	Tindak Lanjut Follow-ups			Keterangan Information
		Sudah Completed	**Dalam Proses** In Progress	**Belum** Not Completed	
27	Menyusun rencana terkait agenda yang akan dibahas untuk setiap Rapat Direksi. To prepare the plan related to the agenda, which shall be discussed in every Board of Directors Meeting.	√			Agenda Rapat Direksi disusun berdasarkan urgensi dan kebutuhan manajemen, dan disampaikan melalui Nota Dinas Undangan Rapat Direksi. The agenda for the Board of Directors' Meeting is prepared based on the urgency and needs of management and is submitted through the Official Memorandum of Invitation to the Board of Directors Meeting.
28	Melakukan pemutakhiran atas informasi Perseroan yang terdapat dalam *website* bumn.go.id/jasaraharja. To update the Company's information contained on the website bumn.go.id/jasaraharja.	√			Pemutakhiran informasi berkala telah dilakukan berdasarkan kesesuaian aturan yang berlaku. Periodic information updates have been carried out based on compliance with the applicable rules.
29	Melengkapi Laporan Tahunan mengenai: a. Pernyataan bahwa belum terdapat Komite Manajemen Risiko, beserta alasan belum memiliki Komite Manajemen Risiko jika selama periode laporan belum membentuk Komite Manajemen Risiko. b. Informasi pada bagian Tanggung Jawab Sosial Perusahaan, jika Perseroan tidak melakukan Program Pengembangan Seni dan Budaya. c. Piagam Audit Internal. d. Independensi anggota Komite Audit. To complete the Annual Report regarding to: a. Statement that the Company has no Risk Management Committee, along with the reasons for not having Risk Management Committee, if during the reporting period, the Company has not yet established Risk Management Committee. b. Information in the Corporate Social Responsibility section, if the Company does not carry out the Arts and Culture Development Program. c. Internal Audit Charter. d. Independence of the members of the Audit Committee.		√		Dalam proses tindak lanjut pada penyusunan *Annual Report* Tahun 2020. In the process of following up on the preparation of the 2020 Annual Report.
30	Memastikan informasi yang dipublikasikan dalam *website* Perseroan, merupakan informasi yang telah dicek ulang validitasnya. To ensure that the information published on the Company's website is information that has been rechecked for validity.		√		Dalam proses tindak lanjut pada penyusunan *Annual Report* Tahun 2020. In the process of following up on the preparation of the 2020 Annual Report.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Di dalam Undang-Undang No. 40 Tahun 2007 disebutkan bahwa RUPS merupakan organ tertinggi dalam struktur organisasi Jasa Raharja dengan kekuasaan dan kewenangan yang tidak dimiliki oleh Dewan Komisaris maupun Direksi. Pemegang saham dapat menggunakan haknya dalam RUPS untuk mengganti, mengangkat maupun memberhentikan Dewan Komisaris dan Direksi.

Law No. 40 of 2007 stated that the GMS is the highest organ in Jasa Raharja's organizational structure with powers and authorities not possessed by the Board of Commissioners or the Board of Directors. Shareholders may exercise their rights at the GMS to replace, appoint or dismiss the Board of Commissioners and the Board of Directors.

JENIS RUPS

RUPS terdiri atas RUPS Tahunan dan RUPS lainnya, yaitu:
1. RUPS Pengesahan Rencana Jangka Panjang Perusahaan.
2. RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) selambat-lambatnya 30 (tiga puluh) hari setelah tahun anggaran berjalan.
3. RUPS Pengesahan Laporan Perhitungan Tahunan tahun buku yang bersangkutan diadakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir.
4. RUPS lainnya dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan.

TYPES OF GMS

GMS consists of Annual GMS and other GMS, namely:
1. GMS to Legalize Corporate Long-Term Plan;
2. GMS to Legalize Work Plans and Corporate Budget (RKAP) within 30 (thirty) days since the beginning of fiscal year.
3. GMS to Legalize Annual Calculation Report of current fiscal year that is conducted at least 6 (six) months since the end of the fiscal year.
4. Other GMS that can be conducted any time depending on the needs for the interest of the Company.

PELAKSANAAN RUPS TAHUN 2020

Sepanjang tahun 2020, Perseroan menyelenggarakan RUPS sebanyak empat kali, baik yang diselenggarakan secara langsung maupun melalui keputusan sirkuler Pemegang Saham, yaitu:

1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020

RUPS **GMS**	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 Ratification of the 2020 Company Work Plan and Budget (RKAP)
Waktu **Time**	Rabu, 15 Januari 2020 Wednesday, January 15, 2020
Tempat **Venue**	Ruang Rapat Lantai 13, Gedung Kementerian BUMN Jl. Medan Merdeka Selatan No. 13, Jakarta Pusat 13th Floor Meeting Room, Ministry of SOEs Building Jl. Medan Merdeka Selatan No. 13, Central Jakarta

IMPLEMENTATION OF THE GMS IN 2020

Throughout 2020, the Company held four GMS, both directly and through circular decisions of the Shareholders, namely:

1. Ratification of the 2020 Company Work Plan and Budget (RKAP)

Peserta Rapat	1. **Kuasa Pemegang Saham**: Chairiah, Plt. Deputi Bidang Usaha Jasa Keuangan, Jasa Survei dan Konstruksi	
	2. **Dewan Komisaris**	
	Komisaris Utama	Budi Setiyadi
	Anggota	Setya Utama (berhalangan hadir dan dikuasakan kepada Suprianto dengan SK SKU-01/DK-JR/01/2020 tanggal 5 Januari 2020)
	Anggota	Suprianto
	Anggota	Antonius
	Anggota	Humaniati
	3. **Direksi**	
	Direktur Utama	Budi Rahardjo Slamet
	Direktur Keuangan	Myland
	Direktur Manajemen Risiko dan Teknologi Informasi	M. Wahyu Wibowo
	Direktur SDM, TI dan Umum	Dewi Aryani Suzana
	Direktur Operasional	Amos Sampetoding
Meeting Participants	1. **Proxy of Shareholders**: Chairiah, Acting Deputy for Financial Services, Survey Services, and Construction Division	
	2. **Board of Commissioners**	
	President Commissioner	Budi Setiyadi
	Member	Setya Utama (unable to attend and authorized to Suprianto with SK SKU-01/DK-JR/01/2020 dated January 5, 2020)
	Member	Suprianto
	Member	Antonius
	Member	Humaniati
	3. **Board of Directors**	
	President Director	Budi Rahardjo Slamet
	Director of Finance	Myland
	Director of Risk Management and Information Technology	M. Wahyu Wibowo
	Director of HR, IT and General Affairs	Dewi Aryani Suzana
	Director of Operations	Amos Sampetoding

Agenda dan Keputusan	Agenda and Resolutions
Agenda Pertama **First Agenda**	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Jasa Raharja (Persero) Tahun 2020; Ratification of the 2020 Company Work Plan and Budget (RKAP) of PT Jasa Raharja (Persero);
Keputusan **Resolutions**	1. **Proyeksi Laporan Posisi Keuangan Konsolidasian** Laporan Posisi Keuangan Konsolidasian PT Jasa Raharja (Persero) per 31 Desember 2020 diproyeksikan ditutup dengan jumlah Aset dan Liabilitas beserta Ekuitas masing-masing sebesar Rp17.463.457,00 juta dengan rincian sebagai berikut: **ASET** Aset Investasi — Rp14.517.544,00 juta Aset Non Investasi Aset Keuangan — Rp1.954.574,00 juta Aset Tetap — Rp979.241,00 juta Aset Lainnya — Rp12.098,00 juta Total Aset — Rp17.463.457,00 juta **LIABILITAS DAN EKUITAS** Liabilitas — Rp5.261.643,00 juta Ekuitas — Rp12.109.382,00 juta Kepentingan Non Pengendali — Rp92.432,00 juta Total Liabilitas dan Ekuitas — Rp17.463.457,00 juta 2. **Proyeksi Laporan Laba/Rugi Komprehensif Konsolidasian** Laba Rugi setelah pajak Konsolidasian PT Jasa Raharja (Persero) tahun 2020 ditargetkan sebesar Rp1.629.741 juta dengan rincian perhitungan sebagai berikut: Pendapatan *Underwriting* — Rp6.000.021,00 juta Hasil Investasi — Rp962.069,00 juta Pendapatan Operasi Lainnya — Rp900.419,00 juta Pendapatan Lain-lain — Rp2.765,00 juta Jumlah Pendapatan — Rp7.865.274,00 juta Beban Beban Klaim *Netto* — Rp3.075.955,00 juta Beban Operasional dan Komisi — Rp541.804,00 juta Beban Teknik Operasional — Rp442.168,00 juta Beban *Underwriting* — Rp4.059.927,00 juta Beban Manajemen dan Usaha — Rp1.727.759,00 juta Beban PKBL — Rp33.400,00 juta Jumlah Beban — Rp5.821.086,00 juta Laba (Rugi) Sebelum Pajak — Rp2.044.188,00 juta Zakat — Rp(228,00) juta Beban Pajak Badan — Rp(414.219,00) juta Laba Rugi Tahun Berjalan — Rp1.629.741,00 juta 3. **Rencana Belanja Modal** Belanja Modal tahun 2020 dianggarkan sebesar Rp160.626 juta, dengan rincian sebagai berikut: Tanah dan Bangunan — Rp57.533,00 juta Perabot — Rp32.730,00 juta Komputer — Rp63.961,00 juta Non Komputer — Rp700,00 juta Kendaraan Bermotor — Rp5.702,00 juta Jumlah Belanja Modal — Rp160.626,00 juta

1. **Projected Consolidated Statement of Financial Position**

The Consolidated Statement of Financial Position of PT Jasa Raharja (Persero) as of December 31, 2020 was projected to close with total Assets, Liabilities, and Equity of IDR17,463,457.00 million, with details as follows:

ASSETS

Investment Asset	IDR14,517,544.00 million
Non-Investment Asset	
Financial Assets	IDR1,954,574.00 million
Fixed Assets	IDR979,241.00 million
Other Assets	IDR12,098.00 million
Total Assets	IDR17,463,457.00 million

LIABILITIES AND EQUITY

Liabilities	IDR5,261,643.00 million
Equity	IDR12,109,382.00 million
Non-controlling Interest	IDR92,432.00 million
Total Liabilities and Equity	IDR17,463,457.00 million

2. **Projected Consolidated Comprehensive Profit or Loss Statement**

The Consolidated Profit and Loss after tax of PT Jasa Raharja (Persero) in 2020 is targeted at IDR1,629,741 million with the following details:

Underwriting Income	IDR6,000,021.00 million
Investment income	IDR962,069.00 million
Other Operating Income	IDR900,419.00 million
Other Operating Income	IDR2,765.00 million
Total Income	IDR7,865,274.00 million
Expenses	
Net Claim Expense	IDR3,075,955.00 million
Operational and Commission expenses	IDR541,804.00 million
Technical Expenses	IDR442,168.00 million
Underwriting Expenses	IDR4,059,927.00 million
Management and Business Expense	IDR1,727,759.00 million
PKBL Expense	IDR33,400.00 million
Total Expenses	IDR5,821,086.00 million
Profit (Loss) Before Tax	IDR2,044,188.00 million
Alms	IDR(228.00) million
Corporate Tax Expense	IDR(414,219.00) million
Profit or Loss for the year	IDR1,629,741.00 million

3. **Capital Expenditure Plan**

Capital Expenditure for 2020 was budgeted at IDR160,626 million, with details as follows:

Land and Building	IDR57,533,00 million
Furnitures	IDR32,730.00 million
Computer	IDR63,961.00 million
Non-Computer	IDR700.00 million
Vehicles	IDR5,702.00 million
Total Capital Expenditure	IDR160,626.00 million

Agenda Kedua **Second Agenda**	Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA PKBL) PT Jasa Raharja (Persero) Tahun 2020; Ratification of the Work Plan and Budget for the Partnership and Community Development Program (RKA PKBL) of PT Jasa Raharja (Persero) in 2020;
Keputusan **Resolutions**	RUPS mengesahkan RKA PKBL PT Jasa Raharja (Persero) tahun 2020 yang terdiri dari penyaluran dana program kemitraan sebesar Rp25 milyar dan hibah untuk peningkatan kapasitas mitra binaan sebesar Rp800 juta dengan rincian sebagai berikut: The GMS ratified PT Jasa Raharja (Persero)'s RKA PKBL 2020 which consisted of the disbursement of partnership program funds of IDR25 billion and a grant for capacity building of the assisted partners of IDR800 million with the following details: 1. Program Kemitraan Partnership Program

NO	Uraian Description	Anggaran 2019 (Rp) 2019 Budget (IDR)	Program 2019 (Rp) 2019 Program (IDR)	%	Anggaran 2020 (Rp) 2020 Budget (IDR)	%
	Dana Tersedia: Funds Available:					
1	Saldo Awal Beginning Balance	67.000.000.000	73.337.069.036	109,46	-	-
2	Tambahan Dana dari BUMN Pembina Additional Funds from Assisting SOE	-	-		-	
3	Pengembalian Pinjaman Mitra Binaan Assisted Partners' Loan Repayment	20.000.000.000	20.000.000.000	100	25.000.000.000	125
4	Pengembalian Dana dari BUMN Pembina Lain Refunds from Other Assisting State-Owned Enterprises	-	-		-	
5	Pendapatan Jasa Administrasi Pinjaman Revenue from Loan Administration Service	3.500.000.000	1.200.000.000	34,29	800.000.000	67
6	Pendapatan Administrasi Bank (*nett*) Revenue from Bank Administration (net)	-	400.000.000		-	-
7	Koreksi Pendapatan Lainnya Other Revenue Correction	-	50.000.000	-	-	-
8	Dana Tersedia Funds Available	90.500.000.000	94.987.069.036	104,96	25.800.000.000	27
9	Penyaluran Dana dan Biaya Operasional Distribution of Operational Funds and Costs	-	-	-	-	-
10	Penyaluran Mandiri Self Disbursement	-	-		-	
11	Penyaluran Melalui Sinergi BUMN Disbursement Through Synergy between SOEs	-	27.700.000.000		25.000.000.000	90
12	Penyaluran Dana Pembinaan (Hibah) Distribution of Development Funds (Grants)	500.000.000	287.069.036	57,41	800.000.000	279
13	Penyaluran kepada BUMN Khusus Distribution to Specific SOEs	90.000.000.000	67.000.000.000	74,44	-	-
14	Jumlah Penyaluran Dana Amount of Disbursement	90.500.000.000	94.987.069.036	104,96	25.800.000.000	27
15	Saldo Dana per 31 Desember Balance as of December 31	-	-		-	

	2. Program Bina Lingkungan Rencana penyaluran dana Program Bina Lingkungan pada RKA 2020 sebesar Rp30.050.000.000,- atau 2% dari Prognosa laba 2019 sebesar Rp1.501.991.000.000,-, yang bersumber dari anggaran yang diperhitungkan sebagai biaya pada BUMN tahun 2020. Dalam hal Rp30.050.000.000,- melebihi 4% dari laba audit tahun buku 2019 maka biaya BL yang dianggarkan adalah maksimum 4% dari laba audit tahun buku 2019. 2. Community Development Program The planned disbursement of Community Development Program funds in the 2020 RKA is IDR30,050,000,000,- or 2% of the 2019 profit prognosis of IDR1,501,991,000,000,- which is derived from the budget which is calculated as a cost of SOE in 2020. In the event that IDR30.050.000.000,- exceeds 4% of the audited profit for the 2019 financial year, the budgeted Community Development Program fund is a maximum of 4% of the audited profit for the 2019 financial year.

Agenda Ketiga **Third Agenda**	Persetujuan *Key Performance Indicators* (KPI) yang tertuang dalam Kontrak Manajemen Tahun 2020 antara Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero). Approval of Key Performance Indicators (KPI) contained in the 2020 Management Contract between the Board of Directors and Board of Commissioners of PT Jasa Raharja (Persero) and the Shareholders of PT Jasa Raharja (Persero).
Keputusan **Resolutions**	Menyetujui dan Mengesahkan Kontrak Manajemen (*Key Performance Indicators*) dan KPI BUMN sebagai *Agents of Development* antara Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero) Tahun 2020 yang mengacu pada Kriteria Penilaian Kinerja Unggul (KPKU) dan Surat Menteri BUMN Nomor: S-574/MBU/08/2019 tanggal 30 Agustus 2019 perihal Penyampaian Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2020. Approve and ratify Management Contracts (Key Performance Indicators) and the SOE's KPIs as Agents of Development between the Directors and the Board of Commissioners of PT Jasa Raharja (Persero) and the Shareholders of PT Jasa Raharja (Persero) in 2020 which refers to the Excellent Performance Assessment Criteria (KPKU) and SOE Minister's Letter Number: S-574/MBU/08/2019 dated August 30, 2019 regarding Submission of Aspirations of Shareholders/Capital Owners for the Drafting of Company Work Plan and Budgets for 2020.

Agenda Keempat **Fourth Agenda**	Persetujuan *Key Performance Indicators* (KPI) Tahun 2020 antara Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero). Approval of 2020 Key Performance Indicators (KPI) between the Board of Commissioners of PT Jasa Raharja (Persero) and the Shareholders of PT Jasa Raharja (Persero).
Keputusan **Resolutions**	Menyetujui dan Mengesahkan *Key Performance Indicators* Tahun 2020 antara Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero) yang telah mengacu pada Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 jo. PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Approved and Ratified the 2020 Key Performance Indicators between the Board of Commissioners of PT Jasa Raharja (Persero) and the Shareholders of PT Jasa Raharja (Persero) which has referred to the Regulation of the Minister of SOE Number: PER-01/MBU/2011 jo. PER-09/MBU/2012 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs.

2. RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun 2019

2. GMS on the Approval of Annual Report and Ratification of 2019 Financial Statements

RUPS **GMS**	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun 2019 Approval of Annual Report and Ratification of 2019 Financial Statements
Waktu **Time**	Kamis, 2 Juli 2020 Thursday, July 2, 2020
Tempat **Venue**	PT Bahana Pembinaan Usaha Indonesia Graha CIMB Niaga Lantai 18, Jalan Jend. Sudirman Kav. 58, Jakarta Selatan | Kav. 58, South Jakarta 12190
Peserta Rapat **Meeting Participants**	1. Anindita Eka Wibisono, Plt. Asisten Deputi Bidang Asuransi dan Jasa Lainnya, berdasarkan Surat Kuasa Menteri BUMN Nomor SKU-59/MBU/06/2020 tanggal 29 Juni 2020, bertindak untuk dan atas nama Negara Republik Indonesia cq. Kementerian BUMN Republik Indonesia. 2. Robertus Billitea, Direktur Utama PT Bahana Pembinaan Usaha Indonesia, bertindak untuk dan atas nama PT Bahana Pembinaan Usaha Indonesia. 3. Dewan Komisaris *) Budi Setiyadi — Komisaris Utama Humaniati — Komisaris Setya Utama — Komisaris Suprianto — Komisaris Antonius — Komisaris Independen 4. Direksi *) Budi Rahardjo Slamet — Direktur Utama Amos Sampetoding — Direktur Operasional Dewi Aryani Suzana — Direktur SDM dan Umum M. Wahyu Wibowo — Direktur Manajemen Risiko dan Teknologi Informasi Myland — Direktur Keuangan *) mengikuti jalannya rapat melalui telekonferensi 1. Anindita Eka Wibisono, Acting Assistant Deputy for Insurance and Other Services, based on the Power of Attorney of the Minister of SOE Number SKU-59/MBU/06/2020 dated June 29, 2020, acting for and on behalf of the Republic of Indonesia cq. Ministry of SOEs of the Republic of Indonesia. 2. Robertus Billitea, President Director of PT Bahana Pembinaan Usaha Indonesia, acting for and on behalf of PT Bahana Pembinaan Usaha Indonesia. 3. Board of Commissioners *) Budi Setiyadi — President Commissioner Humaniati — Commissioner Setya Utama — Commissioner Suprianto — Commissioner Antonius — Independent Commissioner 4. Board of Directors *) Budi Rahardjo Slamet — President Director Amos Sampetoding — Director of Operations Dewi Aryani Suzana — Director of HR and General Affairs M. Wahyu Wibowo — Director of Risk Management and Information Technology Myland — Director of Finance *) following the meeting via teleconference
Akta **Deed**	No 2, tanggal 23 Juli 2020 No. 2, July 23, 2020
Notaris **Notary**	Julius Purnawan, S.H.,M.Si.

Agenda dan Keputusan **Agenda and Resolutions**

Agenda Pertama **First Agenda**	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 (dua ribu sembilan belas) serta Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2019 (dua ribu sembilan belas). Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2019 (two thousand nineteen) and Report on the Supervisory Duties of the Board of Commissioners for Fiscal Year 2019 (two thousand and nineteen).
Keputusan **Resolutions**	Menyetujui Laporan Tahunan Perseroan, termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas) dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas) yang telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis & Rekan sebagaimana dimuat dalam laporannya Nomor: 00265/2.1025/AU.1/08/0222-2/1/1I1/2020 tanggal 6 (enam) Maret 2020 (dua ribu dua puluh) dengan opini "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas) sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan. Approved the Company's Annual Report, including the Supervisory Report of the Board of Commissioners for the Fiscal Year ending on 31 (thirty-one) December 2019 (two thousand and nineteen) and ratified the Company's Consolidated Financial Statements for the Fiscal Year ending on 31 (thirty-one)) December 2019 (two thousand and nineteen) which has been audited by KAP Tanudiredja, Wibisana, Rintis & Partners as contained in its report Number: 00265/2.1025/AU.1/08/0222-2/1/1I1/2020 dated 6 (sixth)) March 2020 (two thousand and twenty) with the opinion "fairly presented, in all material respects", as well as providing discharge and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions that have been conducted in the Fiscal Year ending on 31 (thirty-first) December 2019 (two thousand and nineteen) as long as the actions are not criminal actions and are stated in the reports of the Company.

Agenda Kedua **Second Agenda**	Persetujuan dan Pengesahan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2019 (dua ribu sembilan belas). Approval and Ratification of the Financial Statement of the Company's Partnership and Community Development Program for Fiscal Year 2019 (two thousand and nineteen).
Keputusan **Resolutions**	Menyetujui Laporan Tahunan Keuangan Program Kemitraan dan Bina Lingkungan (PKBL) Tahun Buku 2019 (dua ribu sembilan belas), dan mengesahkan Laporan Keuangan PKBL untuk Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas) yang telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis & Rekan sesuai dengan laporan Nomor: 00188/2.1025/AU.2/08/0222-2/1/II/2020 tanggal 27 (dua puluh tujuh) Februari 2020 (dua ribu dua puluh) dengan opini "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas), sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin di dalam laporan tersebut. Approved the Annual Financial Report of the Company's Partnership and Community Development Program (PKBL) for the 2019 (two thousand nineteen) Fiscal Year, and ratified the PKBL Financial Statement for the Fiscal Year ending on 31 (thirty one) December 2019 (two thousand nineteen) which has been audited by KAP Tanudiredja, Wibisana, Rintis & Partners in accordance with report Number: 00188/2.1025/AU.2/08/0222-2/1/II/2020 dated 27 (twenty seven) February 2020 (two thousand and twenty) with the opinion "fairly presented, in all material respects", as well as providing discharge and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of the Company's Partnership and Community Development Program for the Fiscal Year ending on 31 (thirty-first) December 2019 (two thousand and nineteen), as long as the actions are not criminal actions and are reflected in the reports of the Company.

Agenda Ketiga **Third Agenda**	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2019 (dua ribu sembilan belas). Determination of the Use of the Company's Net Profit for Fiscal Year 2019 (two thousand and nineteen).
Keputusan **Resolutions**	Menetapkan penggunaan Laba Bersih Perseroan untuk Tahun Buku 2019 (dua ribu sembilan belas) yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2019 (dua ribu sembilan belas), dengan alokasi sebagai berikut: 1. Sebesar Rp1.300.000.000.000,- (satu triliun tiga ratus miliar Rupiah) atau jumlah lain yang telah mendapatkan persetujuan dari Menteri Keuangan sebagai dividen. 2. Selisih sebesar Laba Bersih Konsolidasian yang dapat Diatribusikan Kepada Pemilik Entitas Induk dikurangi dividen, dimasukkan sebagai cadangan Perseroan. Determine the use of the Company's Net Profit for the 2019 (two thousand nineteen) Fiscal Year ending on 31 (thirty-one) December 2019 (two thousand nineteen), with the following details: 1. As much as IDR1,300,000,000,000,- (one trillion three hundred billion Rupiah), or other amounts that have been approved by the Minister of Finance, was allocated as dividend. 2. The difference in the amount of Consolidated Net Profit Attributable to Owners of the Parent Entity minus dividends, is calculated as the Company's reserves.

Agenda Keempat **Fourth Agenda**	Penetapan Remunerasi (Gaji/Honorarium berikut fasilitas dan tunjangan lainnya) untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 (dua ribu dua puluh) serta Tantiem untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2019 (dua ribu sembilan belas). Determination of Remuneration (Salary/Honorarium along with other facilities and benefits) for the Board of Directors and Board of Commissioners of the Company for the Fiscal Year 2020 (two thousand and twenty) and Bonus for the Board of Directors and Board of Commissioners of the Company for the Performance of the Fiscal Year 2019 (two thousand and nineteen).
Keputusan **Resolutions**	Menyetujui untuk memberikan wewenang dan kuasa kepada Pemegang Saham Seri B untuk menetapkan besaran Gaji/Honorarium berikut Fasilitas dan Tunjangan lainnya Tahun 2020 (dua ribu dua puluh) bagi anggota Direksi dan Dewan Komisaris serta Tantiem atas kinerja Tahun Buku 2019 (dua ribu sembilan belas) bagi anggota Direksi dan Dewan Komisaris. Approved to grant authority and power to B Series Shareholders to determine the amount of Salary/Honorarium as well as other Facilities and Allowances for 2020 (two thousand and twenty) for members of the Board of Directors and Board of Commissioners as well as the Bonus for the performance of the 2019 Fiscal Year (two thousand nineteen) for members of the Board of Directors and the Board of Commissioners.

Agenda Kelima **Fifth Agenda**	Penetapan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2020 (dua ribu dua puluh). Appointment of a Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements of the Partnership and Community Development Program for the Fiscal Year 2020 (two thousand and twenty).
Keputusan **Resolutions**	Menyetujui untuk memberikan wewenang dan kuasa kepada Pemegang Saham Seri B untuk menetapkan Kantor Akuntan Publik (KAP) yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan anak perusahaan untuk tahun buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2020 (dua ribu dua puluh) dan Laporan Keuangan PKBL untuk Tahun Buku 2020 (dua ribu dua puluh) serta besaran imbalan jasa audit dan persyaratan penunjukan lainnya yang wajar bagi KAP tersebut. KAP yang diusulkan untuk mendapatkan penetapan harus merupakan KAP yang memiliki dukungan kuat dari *global network* bereputasi, baik dalam hal metodologi, pengalaman, kompetensi personil dan *review* mutu. Approved to grant authority and power to B Series Shareholders to appoint a Public Accounting Firm (KAP) to audit the Consolidated Financial Statements of the Company and its subsidiaries for the financial year ending on 31 (thirty-one) December 2020 (two thousand and twenty) and PKBL Financial Statement for the Fiscal Year 2020 (two thousand and twenty) as well as the number of fees for audit services and other terms of appointment that are reasonable for the KAP. The KAP proposed for approval must be a KAP which has strong support from a reputable global network, both in terms of methodology, experience, personnel competence and quality review.

Agenda Keenam **Sixth Agenda**	Penambahan Modal kepada PT Jasaraharja Putera Sebesar Rp300.000.000.000,- (tiga ratus miliar Rupiah), Konversi Cadangan ke Modal Disetor dan *Buyback* atas Saham Minoritas. Addition of Capital to PT Jasaraharja Putera in the amount of IDR300,000,000,000 (three hundred billion Rupiah), Conversion of Reserves to Paid-In Capital, and Buyback of Minority Shares.
Keputusan **Resolutions**	Penambahan Modal kepada PT Jasaraharja Putera sebesar Rp300.000.000.000,- (tiga ratus miliar Rupiah) Konversi Cadangan ke Modal Disetor dan *Buyback* atas Saham Minoritas akan ditetapkan lebih lanjut setelah Direksi PT Jasa Raharja menyampaikan Rencana Kerja atas PT Jasaraharja Putera dalam pembahasan secara tersendiri sesuai dengan ketentuan. Additional Capital to PT Jasaraharja Putera amounting to IDR300,000,000,000,- (three hundred billion Rupiah) Conversion of Reserves to Paid-In Capital and Buyback of Minority Shares will be further determined after the Board of Directors of PT Jasa Raharja submits the Work Plan for PT Jasaraharja Putera in a separate discussion according to criteria.

3. RUPS Sirkuler Tentang Pengangkatan Anggota Dewan Komisaris PT Asuransi Kerugian Jasa Raharja

3. Circular GMS Regarding the Appointment of Members of the Board of Commissioners of PT Asuransi Kerugian Jasa Raharja

RUPS Sirkuler **Circular GMS**	Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia selaku para Pemegang Saham PT Asuransi Kerugian Jasa Raharja Nomor: SK- 346/MBU/10/2020 dan Nomor: 046/SK-DIR/CORP/BPUI/X/2020 Tentang Pengangkatan Anggota Dewan Komisaris PT Asuransi Kerugian Jasa Raharja. Decree of the Minister of State-Owned Enterprises and the President Director of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia as Shareholders of PT Asuransi Kerugian Jasa Raharja Number: SK-346/MBU/10/2020 and Number: 046/SK-DIR/CORP/ BPUI/X/2020 Regarding the Appointment of Members of the Board of Commissioners of PT Asuransi Kerugian Jasa Raharja.
Akta **Deed**	No. 01 tanggal 9 November 2020 No. 01 November 9, 2020
Notaris **Notary**	Julius Purnawan, S.H.,M.Si.

Keputusan	**Resolutions**
Keputusan Pertama **First Resolution**	Mengangkat Sdri. Dyah Kartika Rini sebagai Komisaris Independen PT Asuransi Kerugian Jasa Raharja. Appoint Dyah Kartika Rini as Independent Commissioner of PT Asuransi Kerugian Jasa Raharja.
Keputusan Kedua **Second Resolution**	Bagi Komisaris Independen yang diangkat sebagaimana dimaksud pada Diktum KESATU Keputusan ini baru dapat melaksanakan tugasnya sebagai anggota Dewan Komisaris PT Asuransi Kerugian Jasa Raharja setelah mendapat persetujuan Otoritas Jasa Keuangan. Independent Commissioners who are appointed as referred to in the FIRST Dictum of this Resolution can only conduct their duties as members of the Board of Commissioners of PT Asuransi Kerugian Jasa Raharja after obtaining approval from the Financial Services Authority.
Keputusan Ketiga **Third Resolution**	Meminta Direksi untuk mengajukan permohonan tertulis kepada Otoritas Jasa Keuangan untuk pelaksanaan penilaian kemampuan dan kepatutan (*fit and proper test*) atas calon Komisaris Independen sebagaimana dimaksud pada Diktum KESATU. Requesting the Board of Directors to submit a written application to the Financial Services Authority for the implementation of a fit and proper test of the candidate for the Independent Commissioner as referred to in the FIRST Dictum.

Keputusan Keempat **Fourth Resolution**	Bagi Komisaris Independen yang diangkat sebagaimana dimaksud pada Diktum KESATU Keputusan ini yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. For Independent Commissioners who are appointed as referred to in the FIRST Dictum of this Decree who are still serving in other positions that are prohibited by laws and regulations from being concurrently held with the position of Commissioner of a State-Owned Enterprise's Subsidiary, that person must resign or be dismissed from his position.
Keputusan Kelima **Fifth Resolution**	Memberikan kuasa kepada Direksi PT Asuransi Kerugian Jasa Raharja dengan hak substitusi untuk menyatakan yang diputuskan dalam Keputusan ini dalam bentuk otentik di hadapan notaris atau pejabat yang berwenang. Granting authority to the Board of Directors of PT Asuransi Kerugian Jasa Raharja with the right of substitution to state what is decided in this Decree in its authentic form before a notary or authorized official.
Keputusan Keenam **Sixth Resolution**	Keputusan ini mulai berlaku pada tanggal ditetapkan yaitu tanggal Pemegang Saham yang terakhir menandatangani, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. This resolution shall come into force on the date of its stipulation, namely the date of the signing of the last shareholder, provided that if there is an error in it in the future, corrections will be made as necessary.

4. RUPS Sirkuler Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Asuransi Kerugian Jasa Raharja

4. Circular GMS on Dismissal and Appointment of Members of the Board of Commissioners of PT Asuransi Kerugian Jasa Raharja

RUPS Sirkuler **Circular GMS**	Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia selaku para Pemegang Saham PT Asuransi Kerugian Jasa Raharja Nomor: SK-375/MBU/11/2020 dan Nomor: 067/SK-DIR/CORP/BPUI/XI/2020 Tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Asuransi Kerugian Jasa Raharja. Decree of the Minister of State-Owned Enterprises and the President Director of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia as Shareholders of PT Asuransi Jasa Raharja Number: SK-375/MBU/11/2020 and Number: 067/SK-DIR/CORP/ BPUI/XI/2020 Regarding Dismissal and Appointment of Members of the Board of Commissioners of PT Asuransi Kerugian Jasa Raharja.
Akta **Deed**	Akta No. 15 tanggal 25 November 2020 Deed No. 15 November 25, 2020
Notaris **Notary**	Julius Purnawan, S.H.,M.Si.

Keputusan	**Resolutions**
Keputusan Pertama **First Resolution**	Memberhentikan dengan hormat Sdr. Setya Utama sebagai Komisaris PT Asuransi Kerugian Jasa Raharja yang diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-196/MBU/8/2016 tanggal 30 Agustus 2016, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut. Dismiss with honor Setya Utama as Commissioner of PT Asuransi Kerugian Jasa Raharja who was appointed based on the Decree of the Minister of State-Owned Enterprises Number SK-196/MBU/8/2016 dated August 30, 2016, with gratitude for all the contributions of his energy and thoughts during his tenure.
Keputusan Kedua **Second Resolution**	Mengangkat Sdr. Rimawan Pradiptyo sebagai Komisaris Independen PT Asuransi Kerugian Jasa Raharja. Appoint Rimawan Pradiptyo as Independent Commissioner of PT Asuransi Kerugian Jasa Raharja.

Keputusan Ketiga **Third Resolution**	Bagi Komisaris Independen yang diangkat sebagaimana dimaksud pada Diktum KEDUA Keputusan ini baru dapat melaksanakan tugasnya sebagai Komisaris independen PT Asuransi Kerugian Jasa Raharja setelah mendapat persetujuan Otoritas Jasa Keuangan. Independent Commissioners who are appointed as referred to in the SECOND Dictum of this Decree can only carry out their duties as independent Commissioners of PT Asuransi Kerugian Jasa Raharja after obtaining approval from the Financial Services Authority.
Keputusan Keempat **Fourth Resolution**	Meminta Direksi untuk mengajukan permohonan tertulis kepada Otoritas Jasa Keuangan untuk pelaksanaan penilaian kemampuan dan kepatutan (*fit and proper test*) atas calon Komisaris Independen sebagaimana dimaksud pada Diktum KEDUA. Requesting the Board of Directors to submit a written application to the Financial Services Authority for the implementation of a fit and proper test of the Independent Commissioner as referred to in the SECOND Dictum.
Keputusan Kelima **Fifth Resolution**	Bagi Komisaris Independen yang diangkat sebagaimana dimaksud pada Diktum KEDUA Keputusan ini yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. For Independent Commissioners who are appointed as referred to in the SECOND Dictum of this Decree, who are still serving in other positions that are prohibited by laws and regulations from being concurrently held with the position of Commissioner of a State-Owned Enterprise's Subsidiary, that person must resign or be dismissed from his position.
Keputusan Keenam **Sixth Resolution**	Memberikan kuasa kepada Direksi PT Asuransi Kerugian Jasa Raharja dengan hak substitusi untuk menyatakan yang diputuskan dalam Keputusan ini dalam bentuk otentik di hadapan notaris atau pejabat yang berwenang. Granting authority to the Board of Directors of PT Asuransi Kerugian Jasa Raharja with the right of substitution to state what is decided in this Decree in its authentic form before a notary or authorized official.

REALISASI KEPUTUSAN RUPS TAHUN 2019

REALIZATION OF THE 2019 GMS RESOLUTIONS

Pada tahun 2019, Perseroan menyelenggarakan 2 (dua) kali rapat yaitu RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan RUPS Pengesahan Laporan Tahunan Tahun Buku 2018, seluruh keputusan yang diambil telah direalisasikan pada tahun 2019 dengan rincian sebagai berikut:

In 2019, the Company held 2 (two) meetings, namely the GMS for the Ratification of the Company's Work Plan and Budget (RKAP) and the GMS for the Ratification of the 2018 Annual Report, all resolutions taken have been realized in 2019 with the following details:

RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP)

GMS on the Ratification of the Company's Work Plan and Budget

Mata Acara Agenda	Keputusan Resolutions
1	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 Dengan menunjuk pada pasal 21 Anggaran Dasar PT Jasa Raharja (Persero), RUPS mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2019 dengan pokok-pokok sebagai berikut:

1. Proyeksi Laporan Posisi Keuangan Konsolidasian
   Laporan Posisi Keuangan Konsolidasian PT Jasa Raharja (Persero) per 31 Desember 2019 diproyeksikan ditutup dengan jumlah Aset dan Liabilitas beserta Ekuitas masing-masing sebesar Rp16.690,49 juta dengan rincian sebagai berikut:

ASET	
Kas dan Bank	Rp262.467 juta
Aset Investasi	Rp14.239.154 juta
Aset Lancar	Rp1.069.859 juta
Aset yang di Bangun	Rp7.302 juta
Aset Tetap dan Tidak Berwujud	Rp953.990 juta
Aset Lain-lain	Rp157.715 juta
Total Aset	Rp16.690.487 juta
LIABILITAS DAN EKUITAS	
Liabilitas	Rp4.464.544 juta
Ekuitas Pemilik Entitas Induk	Rp12.164.320 juta
Ekuitas Kepentingan Non Pengendali	Rp61.623 juta
Total Liabilitas dan Ekuitas	Rp16.690.487 juta

2. Proyeksi Laporan Laba/Rugi Konsolidasian
   Laba Bersih Konsolidasian PT Jasa Raharja (Persero) tahun 2019 ditargetkan sebesar Rp1.856.947 juta dengan rincian perhitungan sebagai berikut:

Pendapatan *Underwriting*	Rp5.754.745 juta
Hasil Investasi	Rp1.142.937 juta
Pendapatan Operasi Lain	Rp906.883 juta
Pendapatan Lain-lain	Rp27.003 juta
Jumlah Pendapatan	Rp7.831.568 juta
Jumlah Beban:	
Beban Klaim Neto	Rp2.876.218 juta
Beban Operasional dan Komisi	Rp493.928 juta
Beban Teknik Operasional	Rp741.016 juta
Amortisasi Beban Akuisisi Tangguhan	Rp6.770 juta
Beban *Underwriting*	Rp4.117.932 juta
Beban Manajemen dan Usaha	Rp1.376.124 juta
Beban PKBL	Rp34.669 juta
Jumlah Beban	Rp5.528.725 juta
Laba (Rugi) Sebelum Pajak	Rp2.302.843 juta
Beban Pajak Badan	Rp445.896 juta
Laba Rugi Tahun Berjalan	Rp1.856.947 juta

3. Rencana Belanja Modal
   Belanja Modal tahun 2019 dianggarkan sebesar Rp150.166 juta, dengan rincian sebagai berikut:

Tanah/Gedung Kantor & Rumah Jabatan	Rp73.018 juta
Perabot Kantor dan Rumah Jabatan	Rp39.222 juta
Mesin Komputer	Rp28.663 juta
Mesin Non Komputer	Rp1.387 juta
Kendaraan Bermotor	Rp7.876 juta
Jumlah Belanja Modal	Rp150.166 juta

4. Sumber Daya Manusia

Pegawai Tetap	: 2.084 orang
Pegawai Kontrak	: 0 orang
Jumlah	: 2.084 orang

Mata Acara Agenda	Keputusan Resolutions
1	Ratification of the 2019 Company Work Plan and Budget (RKAP) By referring to article 21 of the Articles of Association of PT Jasa Raharja (Persero), the GMS ratified the 2019 Company Work Plan and Budget with the following points: 1. Projected Consolidated Statement of Financial Position The Consolidated Statement of Financial Position of PT Jasa Raharja (Persero) as of December 31, 2019 is projected to be closed with total Assets and Liabilities along with Equity of IDR16,690.49 million, with details as follows: **ASSETS** Cash and Cash in Bank — IDR262,467 million Investment Assets — IDR14,239,154 million Current Assets — IDR1,069,859 million Assets Under-Construction — IDR7,302 million Fixed and Intangible Assets — IDR953,990 million Other Assets — IDR157,715 million Total Assets — IDR16,690,487 million **LIABILITY AND EQUITY** Liabilities — IDR4,464,544 million Equity of Owner of Parent Entity — IDR12,164,320 million Equity of Non-Controlling Interest — IDR61,623 million Total Liabilities and Equity — IDR16,690,487 million 2. Projected Consolidated Profit/Loss Statement The Consolidated Net Profit of PT Jasa Raharja (Persero) in 2019 is targeted at IDR1,856,947 million with the following calculation details: Underwriting Revenue — IDR5,754,745 million Investment Income — IDR1,142,937 million Other Operating Income — IDR906,883 million Other Income — IDR27,003 million Total Revenue — IDR7,831,568 million Total Expenses: Claim Expenses – Net — IDR2,876,218 million Operational and Commission Expenses — IDR493,928 million Operational Engineering Expenses — IDR741,016 million Amortization of Deferred Acquisition Expense — IDR6,770 million Underwriting Expenses — IDR4,117,932 million Management and Business Expenses — IDR1,376,124 million Partnership and Community Development Program (PKBL) expenses — IDR34,669 million Total Expenses — IDR5,528,725 million Profit (Loss) Before Tax — IDR2,302,843 million Corporate Tax Expenses — IDR445,896 million Profit and Loss for the Year — IDR1,856,947 million 3. Capital Expenditure Plan Capital Expenditure for 2019 is budgeted at IDR150,166 million, with details as follows: Land/Office Building & Official House — IDR73,018 million Office Furniture and Official House — IDR39,222 million Computer — IDR28,663 million Non-Computer — IDR1,387 million Motorized Vehicles — IDR7,876 million Total Capital Expenditure — IDR150,166 million 4. Human Resources Full-time Employees : 2,084 people Contract Employees : 0 people Total : 2,084 people 84

Mata Acara Agenda	Keputusan Resolutions
2	Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA PKBL) Tahun 2019. RUPS mengesahkan RKA PKBL PT Jasa Raharja (Persero) Tahun 2019 dengan rincian sebagai berikut: 1. Program Kemitraan a. Dana Tersedia Saldo Awal — Rp67.000 juta Pengembalian Pinjaman MB — Rp20.000 juta Pengembalian Dana dari BUMN Pembina lain — Rp- juta Pendapatan Jasa Administrasi Pinjaman — Rp3.500 juta Pendapatan Lain — Rp- juta Jumlah Dana Tersedia — Rp90.500 juta b. Penggunaan Dana Penyaluran Pinjaman kepada MB — Rp- juta Penyaluran melalui BUMN Pembina Lain — Rp90.000 juta Penyaluran Dana Pembinaan MB/Hibah — Rp500 juta Jumlah Penggunaan Dana — Rp90.500 juta c. Saldo Akhir — Rp- juta 2. Program Bina Lingkungan a. Dana Tersedia Saldo Awal — Rp- juta Alokasi Perusahaan — Rp31.369 juta Jumlah Dana Tersedia — Rp31.369 juta b. Penggunaan Dana Bencana Alam — Rp3.369 juta Pendidikan/Pelatihan — Rp5.000 juta Peningkatan Kesehatan — Rp3.000 juta Sarana & Prasarana Umum — Rp5.000 juta Sarana Ibadah — Rp6.000 juta Pelestarian Alam — Rp2.000 juta Sosial Kemasyarakatan — Rp7.000 juta Jumlah Penggunaan Dana — Rp31.369 juta c. Saldo Akhir — Rp- juta
2	Ratification of the Work Plan and Budget for the 2019 Partnership and Community Development Program (RKA PKBL). The GMS approved the 2019 RKA PKBL PT Jasa Raharja (Persero) with the following details: 1. Partnership Program a. Funds Available Initial balance of — IDR67,000 million Loans Repayment of Assisted Partner (MB) — IDR20,000 million Pinjaman Refund from other Assisting SOEs — IDR-million Loans administration service income — IDR3,500 million Other income — IDR-million Total Funds Available — IDR90,500 million b. Fund Utilization Loans Distribution to MB — IDR-million Distribution through other Assisting SOEs — IDR90,000 million MB's Fund/Grant Distribution — IDR500 million Total Fund Utilization — IDR90,500 million c. Ending Balance — IDR-million 2. Community Development Program a. Funds Available Initial Balance — IDR-million Company's Allocation — IDR31,369 million Total Funds Available — IDR31,369 million b. Funds Utilization Natural Disasters — IDR3,369 million Education/Training — IDR5,000 million Health Improvement — IDR3,000 million Public Facilities & Infrastructure — IDR5,000 million Worship Facilities — IDR6,000 million Nature Preservation — IDR2,000 million Social Community — IDR7,000 million Total Use of Funds — IDR31,369 million c. Final Balance — IDR-million

Mata Acara Agenda	Keputusan Resolutions
3	Persetujuan *Key Performance Indicators* (KPI) yang tertuang dalam Kontrak Manajemen Tahun 2019 antara Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero). Menyetujui dan mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero) Tahun 2019 yang mengacu pada Kriteria Penilaian Kinerja Unggul (KPKU) sebagaimana arahan *Shareholder Aspiration* Menteri BUMN Nomor: S-564/MBU/08/2018 tanggal 31 Agustus 2018 tentang Penyampaian Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2019 sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari Risalah ini. Approval of Key Performance Indicators (KPI) contained in the 2019 Management Contract between the Company's Board of Directors and Board of Commissioners with the Shareholder. Approved and ratified the 2019 Management Contract (Key Performance Indicators) between the Company's Board of Directors and Board of Commissioners with the Shareholder of PT Jasa Raharja (Persero) by referring to Excellent Performance Assessment Criteria (KPKU) as directed by the Shareholder Aspiration Minister of SOEs No. S-564/MBU/08/2018 dated August 31, 2018 concerning Submission of Shareholder/Owner' Aspirations for the Preparation of the Company's 2019 Work Plan and Budget as attached, which is an integral part of this Minute.
4	Persetujuan *Key Performance Indicators* (KPI) Tahun 2019 antara Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero). Menyetujui dan mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris PT Jasa Raharja (Persero) dengan Pemegang Saham PT Jasa Raharja (Persero) Tahun 2019 yang mengacu pada Peraturan Menteri BUMN Nomor: PHIU01/MBU/2011 tanggal 1 Agustus 2011 jo Nomor : PER-06/MBU/2012 tentang Penerapan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari Risalah ini. Approval of 2019 Key Performance Indicators (KPI) between the Company's Board of Commissioners and the Shareholder. Approved and ratified the 2019 Management Contract (Key Performance Indicators) between the Company's Board of Commissioners and the Shareholder) by referring to Regulation of the Minister of SOEs No. PHIU01/MBU/2011 dated August 1, 2011 jo No. PER-06/MBU/2012 concerning the Implementation of Good Corporate Governance Principles as attached, which is an integral part of this Minutes.

RUPS Pengesahan Laporan Tahunan Tahun Buku 2018

GMS Ratification of the 2018 Fiscal Year Annual Report

Mata Acara Agenda	Keputusan Resolutions
1	Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2018 termasuk penyajian kembali (*Restatement*) Tahun Buku 2016 dan 2017, serta Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2018 sekaligus Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan perseroan selama Tahun 2018. 1. RUPS menyetujui Laporan Tahunan dan mengesahkan Laporan Keuangan Konsolidasian Tahun Buku 2018 termasuk penyajian kembali (*Restatement*) Tahun Buku 2016 dan 2017, dan Laporan Tugas Pengawasan Dewan Komisaris Tahun 2018 yang telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis & Rekan dalam laporannya sebagai berikut: a. Laporan Auditor Independen Nomor : 00165/2.1025/AU. 1/08/0222-1/1/II/2019 tanggal 28 Februari 2019 tentang Laporan Keuangan Konsolidasi; b. Laporan Auditor Independen Nomor : N20190322003/DC2/MJW/2019 tanggal 22 Maret 2019 tentang Laporan Evaluasi Kinerja; c. Laporan Auditor Independen Nomor : 00165/2.1025/AU.2/08/0222-1/1/II/2019 tanggal 28 Februari 2019 tentang Laporan Keuangan Program Kemitraan dan Bina Lingkungan; d. Laporan Auditor Independen Nomor : N20190322002/DC2/MJW/2019 tanggal 22 Maret 2019 tentang Laporan Kepatuhan 2. RUPS memberikan pelunasan dan pembebasan tanggung jawab kepada Direksi atas tindakan pengurusan Perseroan dan anggota Dewan Komisaris atas tindakan pengawasan Perseroan selama tahun 2018, dengan ketentuan sepanjang tindakan tersebut bukan merupakan tindak pidana atau tidak melanggar ketentuan/prosedur hukum yang berlaku dan tindakan tersebut tercatat dan dilaporkan dalam Laporan Tahunan dan Laporan Keuangan Tahun Buku 2018: Pokok-pokok Laporan Keuangan Konsolidasian PT Jasa Raharja (Persero) Tahun Buku 2018, sebagai berikut: 1. Laporan Posisi Keuangan Konsolidasian Laporan Posisi Keuangan Konsolidasian PT Jasa Raharja (Persero) per 31 Desember 2018 ditutup dengan jumlah Aset serta Liabilitas dan Ekuitas sebesar Rp15.218.048 juta dengan rincian sebagai berikut: Kas dan Bank — Rp179.101 juta Investasi — Rp12.855.293 juta Aset Lancar — Rp1.033.201 juta Aset Tetap dan Tidak Berwujud — Rp834.188 juta Aset Lain dan Pajak Tangguhan — Rp316.265 juta Jumlah Aset — Rp15.218.048 juta Liabilitas Lancar — Rp671.146 juta Cadangan Teknis — Rp3.605.401 juta Liabilitas Jangka Panjang — Rp261.309 juta Jumlah Liabilitas — Rp4.537.856 juta Ekuitas — Rp10.680.192 juta Jumlah Liabilitas dan Ekuitas — Rp15.218.048 juta 2. Perhitungan Laba/Rugi Konsolidasian Laba Tahun Berjalan Konsolidasian Tahun Buku 2018 yang dapat diatribusikan kepada Pemilik Entitas Induk adalah sebesar Rp1.620.235 juta dengan rincian: Pendapatan — Rp6.941.421 juta Beban — Rp4.916.562 juta Laba Sebelum Pajak Penghasilan — Rp2.024.859 juta Pajak dan Zakat — Rp398.585 juta Laba Tahun berjalan — Rp1.626.274 juta Pendapatan Komprehensif Lain — Rp(428.154) juta Laba Komprehensif Tahun Berjalan — Rp1.198.120 juta Laba yang Diatribusikan kepada: Pemilik Entitas Induk — Rp1.620.235 juta Kepentingan Non Pengendali — Rp6.039 juta Jumlah Laba Komprehensif yang Dapat Diatribusikan kepada: Pemilik Entitas Induk — Rp1.193.047 juta Kepentingan Non Pengendali — Rp5.073 juta Pokok-pokok Laporan Keuangan Konsolidasian yang disajikan kembali (*Restatement*) PT Jasa Raharja (Persero) yang berakhir per 31 Desember 2017 sebagai berikut: 1. Aset sebesar — Rp15.121.466 juta 2. Liabilitas sebesar — Rp4.368.741 juta 3. Ekuitas sebesar — Rp10.752.725 juta Laba Komprehensif Tahun Berjalan sebesar — Rp 1.890.768 juta Pokok-pokok Laporan Keuangan Konsolidasian yang disajikan kembali (*Restatement*) yang berakhir per 31 Desember 2016 PT Jasa Raharja (Persero) sebagai berikut: 1. Aset sebesar — Rp13.142.044 juta 2. Liabilitas sebesar — Rp3.567.415 juta 3. Ekuitas sebesar — Rp9.574.629 juta

RUPS Pengesahan Laporan Tahunan Tahun Buku 2018

GMS Ratification of the 2018 Fiscal Year Annual Report

Mata Acara Agenda	Keputusan Resolutions
1	Approval of the Annual Report and ratification of the Company's Consolidated Financial Statements for the 2018 Fiscal Year including restatements for the 2016 and 2017 Fiscal Year, and the Board of Commissioners Supervisory Report for the 2018 Fiscal Year as well as the granting of repayment and release of responsibility (volledig acquit et de charge) to the Board of Directors for the Company's management actions and the Board of Commissioners for the Company's supervisory actions in 2018. 1. The General Meeting of Shareholders approved the 2018 Annual Report and ratified the 2018 Consolidated Financial Statements, including restatements for the 2016 and 2017 Fiscal Year, and the 2018 Board of Commissioners Supervisory Duties Report, which had been audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners in the following reports: a. Independent Auditor's Report Number: 00165/2.1025/AU.1/08/0222-1/1/II/2019 dated February 28, 2019 concerning Consolidated Financial Statements; b. Independent Auditor's Report Number: N20190322003/DC2/MJW/2019 dated March 22, 2019 concerning Performance Evaluation Report; c. Independent Auditor's Report Number: 00165/2.1025/AU.2/08/0222-1/1/II/2019 dated February 28, 2019 concerning the Financial Statements of the Partnership and Community Development Program; d. Independent Auditor's Report Number: N20190322002/DC2/MJW/2019 dated March 22, 2019 concerning Compliance Reports 2. The GMS granting repayment and release of responsibility (volledig acquit et de charge) to the Board of Directors for the Company's management actions and members of the Board of Commissioners for the Company's supervisory actions in 2018, provided that these actions have not constituted criminal offense or violated applicable legal provisions/procedures and those actions were recorded and reported in the Annual Report and Financial Statements for 2018 Fiscal Year: Key points of the Company's 2018 Consolidated Financial Statements are as follows: 1. Consolidated Statements of Financial Position The Company's Consolidated Statements of Financial Position as of December 31, 2018 was closed with total assets and liabilities and equity of IDR15,218,048 million with the following details: Cash and Cash in Bank — IDR179,101 million Investment — IDR12,855,293 million Current Assets — IDR1,033,201 million Fixed and Intangible Assets — IDR834,188 million Other Assets and Deferred Taxes — IDR316,265 million Total Assets — IDR15,218,048 million Current Liabilities — IDR671,146 million Technical Reserve — IDR3,605.401 million Non-current Liabilities — IDR261,309 million Total Liabilities — IDR4,537,856 million Equity — IDR10,680,192 million Total Liabilities and Equity — IDR15,218,048 million 2. Calculation of Consolidated Profit/Loss Consolidated Profit for the Year for 2018 Fiscal Year 2018 attributable to the Owner of the Parent Entity amounted to IDR1,620,235 million with details as follows: Revenue — IDR6,941,421 million Expenses — IDR4,916,562 million Profit before income tax — IDR2,024,859 million Tax and Zakat/Alms — IDR398,585 million Profit for the year — IDR1,626,274 million Other comprehensive income — IDR(428,154) million Comprehensive Income for the year — IDR1,198,120 million Profit attributable to: Owner of parent entity — IDR1,620,235 million Non-controlling interest — IDR6,039 million Total comprehensive income attributable to: Owner of Parent Entity — IDR1,193,047 million Non-controlling interest — IDR5,073 million Key points of the Company's Consolidated Financial Statements (Restatement), which ended as of December 31, 2017 are as follows: 1. Assets of — IDR15,121,466 million 2. Liabilities amounting to — IDR4,368,741 million 3. Equity of — IDR10,752,725 million 4. Comprehensive Income for the Year of — IDR1,890,768 million Key points of the Company's Consolidated Financial Statements (Restatement), which ended as of December 31, 2016 are as follows: 1. Assets of — IDR13,142,044 million 2. Liabilities amounting to — IDR3,567,415 million 3. Equity of — IDR9,574,629 million

RUPS Pengesahan Laporan Tahunan Tahun Buku 2018

GMS Ratification of the 2018 Fiscal Year Annual Report

Mata Acara Agenda	Keputusan Resolutions
2	Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2018 Menyetujui dan mengesahkan Laporan Tahunan PKBL Tahun Buku 2018 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2018 termasuk penyajian kembali (*Restatement*) Tahun Buku 2017, yang telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis & Rekan sesuai laporannya Nomor 00173/2.1025/AU.2/08/0222- 1/1/II/2019 Tanggal 28 Februari 2019 dengan pendapat "wajar dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku 2018, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut, dengan pokok-pokok sebagai berikut: 1. Laporan Posisi Keuangan PKBL Aset Lancar — Rp93.947 juta Aset Tidak Lancar — Rp16.931 juta Jumlah Aset — Rp110.878 juta Liabilitas — Rp-juta Aset Neto — Rp110.878 juta Jumlah Liabilitas dan Aset Neto — Rp110.878 juta 2. Laporan Aktivitas PKBL Perubahan Aset Neto Tidak Terikat Penerimaan dan Pendapatan Pendapatan Jasa Adm. Pinjaman — Rp6.559 juta Pendapatan Jasa Giro dan Lain-lain — Rp669 juta Jumlah Pendapatan (a) — Rp7.228 juta Beban Penyaluran Dana Pembinaan Kemitraan — Rp1.285 juta Penyaluran Dana Bina Lingkungan — Rp4.936 juta Beban — Rp42.021 juta Jumlah Beban (b) — Rp48.242 juta Kenaikan (Penurunan) Aset Neto tidak terikat (a-b) — Rp(41.014) juta Perubahan Aset Neto Terikat Permanen Kenaikan (Penurunan) Aset Neto tidak terikat (a) — Rp(41.014) juta Aset Neto pada Awal Periode (b) — Rp151.892 juta Aset Neto pada Akhir Periode (a+b) — Rp110.878 juta
2	Approval and Ratification of the Company's Partnership and Community Development Program (PKBL) Report for 2018 Fiscal Year Approved and ratified the 2018 PKBL Annual Report and the 2018 PKBL Financial Statements, including restatement of the 2017 Fiscal Year, which has been audited by Tanudiredja, Wibisana, Rintis & Partners according to report No. 00173/2.1025/AU.2/08/082222-1/1/II/2019 dated February 28, 2019 with the opinion "fair in all material respects", as well as provided repayment and release of responsibility (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the PKBL management and supervision actions for the 2018 fiscal year, provided that these actions have not constituted criminal offenses and were reflected in the report, with the following points: 1. PKBL's Statements of Financial Position Current Assets — IDR93,947 million Non-Current Assets — IDR16,931 million Total Assets — IDR110,878 million Liabilities — IDR-million Net Assets — IDR110,878 million Total Liabilities and Assets - Net — IDR110,878 million 2. PKBL Activity Report Change in Unrestricted Net Assets to Income and Revenue Loans Administration Service Income. Loan — IDR6,559 million Current Account and Other Services Income — IDR669 million Total Income (a) — IDR7,228 million Expenses Distribution of Partnership Development Funds — IDR1,285 million Distribution of Community Development Funds — IDR4,936 million Expenses — IDR42,021 million Total Expenses (b) — IDR48,242 million Increase (Decrease) Unrestricted Net Assets (a-b) — IDR(41,014) million Changes in Restricted Net Assets Increase (Decrease) in Unrestricted Net Assets (a) — IDR(41,014) million Net Assets at the Beginning of the Period (b) — IDR151,892 million Net Assets at the End of Period (a+b) — IDR110,878 million

RUPS Pengesahan Laporan Tahunan Tahun Buku 2018

GMS Ratification of the 2018 Fiscal Year Annual Report

Mata Acara Agenda	Keputusan Resolutions
3	Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2018. RUPS menetapkan penggunaan Laba Bersih Konsolidasi yang dapat diatribusikan kepada Pemilik Entitas Induk Tahun Buku 2018 sebesar Rp620.234.681.045 dengan pembagian sebagai berikut: 1. Dividen sebesar 55% atau Rp891.129.074.575,00 2. Cadangan sebesar 45% atau Rp729.105.606.470,00 Determination of the Use of the Company's Net Income for 2018 Fiscal Year. The GMS stipulated the use of the Consolidated Net Income attributable to the Owner of the Parent Entity for 2018 Fiscal Year of IDR620,234,681,045 with the following distribution details: 1. Dividends amounted to 55% or IDR891,129,074,575.00 2. Reserves of 45% or IDR729,105,606,470.00
4	Penetapan Penghasilan Direksi dan Dewan Komisaris. RUPS menetapkan besarnya gaji/honorarium berikut fasilitas dan tunjangan lainnya Tahun 2019 serta tantiem Tahun Buku 2018 untuk anggota Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) akan ditetapkan secara tersendiri. Determination of the Income for the Board of Directors and Board of Commissioners. GMS determined the amount of salary/honorarium along with other facilities and benefits in 2019 and the 2018 fiscal year bonus for members of the Board of Directors and Board of Commissioners of the Company shall be determined separately.
5	Penetapan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku yang berakhir tanggal 31 Desember 2019 RUPS Menetapkan: 1. RUPS menetapkan kembali Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis & Rekan sebagai auditor yang mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku yang berakhir tanggal 31 Desember 2019; 2. RUPS memberikan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan dan Pelaksanaan Program Kemitraan dan Bina Lingkungan Tahun Buku yang berakhir tanggal 31 Desember 2019. Determination of the Public Accounting Firm (KAP) to audit the Company's Financial Statements and the Financial Statements of the Implementation of the Partnership and Community Development Program for the Fiscal Year ending December 31, 2019 GMS stipulated the following: 1. The GMS re-appointed Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partners as auditors who audited the Company's Financial Statements and the Financial Statements of the Partnership and Community Development Program for the Fiscal Year ended December 31, 2019; 2. The GMS authorized the Company's Board of Commissioners to establish a replacement Public Accounting Firm in the case of Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners for any reason unable to complete the audit of the Company's Financial Statements and the Implementation of the Partnership and Community Development Program of the Fiscal Year ended December 31, 2019.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ tata kelola perusahaan yang melakukan fungsi pengawasan terhadap kegiatan pengelolaan Perseroan untuk memastikan Perseroan menjalankan usahanya sesuai dengan tujuan yang ditetapkan. Dewan Komisaris melaksanakan pengawasan dan memberikan saran terkait pelaksanaan tugas dan tanggung jawab Direksi serta fungsi lain yang ditetapkan Anggaran Dasar maupun peraturan perundang-undangan. Dalam memenuhi tugas dan tanggung jawabnya, Dewan Komisaris bertindak secara independen.

The Board of Commissioners is a corporate governance organ that performs the supervisory function of the Company's management activities to ensure that the Company runs its business in accordance with the stated objectives. The Board of Commissioners carries out supervision and provides advice regarding the implementation of the duties and responsibilities of the Board of Directors as well as other functions stipulated by the Articles of Association and the laws and regulations. In fulfilling its duties and responsibilities, the Board of Commissioners acts independently.

DASAR HUKUM

1. UU No.40 Tahun 2007 tentang Perseroan Terbatas;
2. Anggaran Dasar Perseroan terakhir yang dimuat dalam Akta No. 14 tanggal 9 April 2020 dibuat di hadapan Julius Purnawan, S.H., M.Si, Notaris Jakarta.

LEGAL BASIS

1. Law Number 40 Year 2007 concerning Limited Liability Company;
2. Articles of Association of the Company, most recently set out in Deed Number No. 14 dated April 9, 2020, made before Julius Purnawan, S.H., M.Si., Notary in Jakarta.

PEDOMAN KERJA DEWAN KOMISARIS

Perseroan telah menyusun dan memiliki *Board Charter* yang ditinjau secara berkala untuk dijadikan panduan mengenai aturan dan hal-hal lain yang terkait dengan panduan pelaksanaan tugas, tanggung jawab, kewenangan, etika kerja, rapat serta hubungan dengan organ perusahaan lainnya.

Susunan *Board Charter* yang dimiliki oleh Dewan Komisaris PT Jasa Raharja adalah sebagai berikut:

BAB I PENDAHULUAN
1. Latar Belakang;
2. Maksud dan Tujuan;
3. Landasan Hukum;
4. Ruang Lingkup;
5. Skema Pola Hubungan Kerja;
6. Daftar Istilah;
7. Sistematika Penyusunan.

BAB II POLA HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

BAB III DEWAN KOMISARIS
1. Prinsip Dasar;
2. Fungsi Dewan Komisaris dan Direksi;
3. Tugas, Wewenang, Kewajiban, Hak dan Tanggung Jawab Dewan Komisaris dan Direksi;
4. Standar Waktu Tingkat Kesegeraan Pengambilan Keputusan Dewan Komisaris;
5. Organ Pendukung Dewan Komisaris;
6. Penilaian Pencapaian Kinerja Dewan Komisaris dan Direksi.

WORK GUIDELINES OF BOARD OF COMMISSIONERS

The Company owns a Board Charter that is examined regularly and explains the provisions and alike concerning the guidelines to deliver roles, responsibilities, authorities, work ethics, meetings, and relations with other organs of the company.

The structure of Board Charter owned by the Board of Commissioners of PT Jasa Raharja is:

CHAPTER I INTRODUCTION
1. Background;
2. Purposes and Objectives;
3. Legal Bases;
4. Scope;
5. Work Relation Scheme;
6. Glossary;
7. Structure of the Charter.

CHAPTER II WORK RELATION SCHEME OF BOARD OF COMMISSIONERS AND DIRECTORS

CHAPTER III BOARD OF COMMISSIONERS
1. Basic Principles;
2. Functions of Board of Commissioners and Directors;
3. Roles, Authorities, Duties, Rights, and Responsibilities of Board of Commissioners and Directors;
4. Standard Time on the Urgency Level for Decision Making by Board of Commissioners;
5. Supporting Organs of Board of Commissioners;
6. Performance Achievement Assessment of Board of Commissioners and Directors.

BAB IV DIREKSI

1. Prinsip Dasar;
2. Fungsi Pengurusan Direksi atas Perseroan;
3. Tugas, Wewenang, Kewajiban, Hak dan Tanggung Jawab Direksi;
4. Standar Waktu Tingkat Kesegeraan Pengambilan Keputusan Direksi;
5. Organ Pendukung Direksi;
6. Penetapan Kebijakan Direksi.

BAB V LARANGAN DAN ETIKA JABATAN DEWAN KOMISARIS DAN DIREKSI

1. Larangan Jabatan;
2. Etika Jabatan.

BAB VI PELAKSANAAN RAPAT DEWAN KOMISARIS DAN RAPAT DIREKSI

1. Prinsip Dasar;
2. Pelaksanaan Rapat;
3. Kuorum Rapat dan Keabsahan Kehadiran;
4. Pembahasan Masalah dan Pengambilan Keputusan;
5. Penyelesaian Risalah Rapat.

BAB VII RAPAT UMUM PEMEGANG SAHAM (RUPS)

1. Rapat Umum Pemegang Saham (RUPS);
2. Rapat Umum Pemegang Saham Tahunan;
3. Rapat Umum Pemegang Saham Luar Biasa;
4. Tempat dan Pemanggilan Rapat Umum Pemegang Saham;
5. Kuorum, Hak Suara dan Keputusan;
6. Penggunaan Laba;
7. Penggunaan Dana Cadangan;
8. Perubahan Anggaran Dasar;
9. Penggabungan, Peleburan, Pengambilalihan, Pemisahan dan Perubahan Bentuk Badan Hukum;
10. Pembubaran dan Likuidasi.

BAB VIII PROGRAM PENGENALAN DAN PELATIHAN BAGI DEWAN KOMISARIS DAN DIREKSI

1. Prinsip Dasar;
2. Tujuan Pelaksanaan;
3. Pelaksanaan Program Pengenalan;
4. Pelaksanaan Program Pelatihan.

BAB IX FUNGSI *CHECK AND BALANCES*

1. Prinsip Dasar;
2. Tujuan Pelaksanaan *Check and Balances*;
3. Aspek dan Fungsi *Check and Balances*.

CHAPTER IV BOARD OF DIRECTORS

1. Basic Principles;
2. Functions of Board of Directors in the Company;
3. Roles, Authorities, Duties, Rights, and Responsibilities of Directors;
4. Standard Time on the Urgency Level for Decision Making
5. Supporting Organs of Directors;
6. Determination of Director Policy.

CHAPTER V PROHIBITION AND POSITIONAL ETHICS OF BOARD OF COMMISSIONERS AND DIRECTORS

1. Prohibition of Position;
2. Ethics of Position.

CHAPTER VI EXECUTION OF COMMISSIONER AND DIRECTOR MEETING

1. Basic Principles;
2. Execution of Meeting;
3. Meeting Quorum and Legality of Presence;
4. Discussion of Issues and Decision Making;
5. Finalization of Minutes of Meeting.

CHAPTER VII GENERAL MEETING OF SHAREHOLDERS

1. General Meeting of Shareholders (GMS);
2. Annual General Meeting of Shareholders;
3. Extraordinary General Meeting of Shareholders;
4. Place and Invitation of General Meeting of Shareholders;
5. Quorum, Rights to Vote, and Decision;
6. Profit Utilization;
7. Reserve Fund Utilization;
8. Amendment to Articles of Association;
9. Merger, Consolidation, Take Over, Separation, and Changes in Legal Entity Status;
10. Liquidation.

CHAPTER VIII ORIENTATION AND TRAINING PROGRAM FOR BOARD OF COMMISSIONERS AND DIRECTORS

1. Basic Principles;
2. Objectives of Execution;
3. Execution of Orientation Program;
4. Execution of Training Program.

CHAPTER IX CHECK AND BALANCE FUNCTION

1. Basic Principles;
2. Objectives of Check and Balance Execution;
3. Aspects and Functions of Check and Balance.

PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Pengangkatan dan pemberhentian Dewan Komisaris dilakukan oleh RUPS, yang persyaratan dan tata cara pengangkatan serta pemberhentian Dewan Komisaris diatur dengan Keputusan Menteri Negara BUMN.

APPOINTMENT AND DISMISSAL OF THE BOARD OF COMMISSIONERS

The appointment and dismissal of the Board of Commissioners is carried out by the GMS, whose requirements and procedures for the appointment and dismissal of the Board of Commissioners are regulated by a Decree of the Minister of State-Owned Enterprises.

JUMLAH DAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2020, Perseroan telah melakukan perubahan dengan memberhentikan Setya Utama untuk kemudian mengangkat Rimawan Pradiptyo dan Dyah Kartika Rini sebagai Komisaris Independen.

NUMBER AND COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2020, the Company has made changes by dismissing Setya Utama and then appointing Rimawan Pradiptyo and Dyah Kartika Rini as Independent Commissioners.

Susunan dan Komposisi Keanggotaan Dewan Komisaris periode 1 Januari hingga 18 November 2020
The Composition of the Members of the Board of Commissioners for the period of January 1 to November 18, 2020

No	Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Periode Masa Jabatan Tenure
1	Budi Setiyadi	Komisaris Utama President Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 SOE Minister Decree No. SK-214/MBU/07/2018	2018-2023
2	Antonius	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-12/MBU/01/2018 SOE Minister Decree No. SK-12/MBU/01/2018	2018-2023
3	Suprianto	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 SOE Minister Decree No. SK-214/MBU/07/2018	2018-2023
4	Humaniati	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-239/MBU/10/2019 SOE Minister Decree No. SK-239/MBU/10/2019	2019-2024
5	Setya Utama	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-196/MBU/8/2016 SOE Minister Decree No. SK-196/MBU/8/2016	2016-2020

Susunan dan komposisi keanggotaan Dewan Komisaris periode 26 Oktober hingga 31 Desember 2020 adalah sebagai berikut:

The composition of the members of the Board of Commissioners for the period October 26 to December 31, 2020, is as follows:

No	Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Periode Masa Jabatan Tenure
1	Budi Setiyadi	Komisaris Utama President Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 SOE Minister Decree No. SK-214/MBU/07/2018	2018-2023
2	Antonius	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-12/MBU/01/2018 SOE Minister Decree No. SK-12/MBU/01/2018	2018-2023

No	Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Periode Masa Jabatan Tenure
3	Suprianto	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-214/MBU/07/2018 SOE Minister Decree No. SK-214/MBU/07/2018	2018-2023
4	Humaniati	Komisaris Commissioner	Keputusan Menteri BUMN No. SK-239/MBU/10/2019 SOE Minister Decree No. SK-239/MBU/10/2019	2019-2024
5	Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-375/MBU/11/2020 SOE Minister Decree No. SK-375/MBU/11/2020	2020-2025
6	Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-346/MBU/10/2020 SOE Minister Decree No. SK-346/MBU/10/2020	2020-2025

TUGAS, TANGGUNG JAWAB, WEWENANG, HAK DAN KEWAJIBAN DEWAN KOMISARIS

Tugas Dewan Komisaris

Dalam pelaksanaan fungsi pengawasan dan pemberian nasihat, Dewan Komisaris memiliki tugas antara lain:

1. Menyelenggarakan program pengenalan bagi anggota Dewan Komisaris yang baru dan menyelenggarakan program pelatihan dalam rangka meningkatkan kompetensi anggota Dewan Komisaris secara berkelanjutan yang direalisasikan sesuai Rencana Kerja dan Anggaran Tahunan (RKAT) Dewan Komisaris.
2. Menelaah, menganalisa, dan memberikan persetujuan terhadap berbagai usulan Direksi yang bersifat strategis dalam rangka meningkatkan kinerja Perseroan.
3. Menyusun, menetapkan, dan menyampaikan secara tertulis kepada Pemegang Saham untuk mendapatkan pengesahan RKAT Dewan Komisaris setiap tahun sebagai bagian dari RKAP, yang memuat antara lain:
   a. Sasaran/target yang ingin dicapai.
   b. Indikator kinerja utama yang mencerminkan ukuran keberhasilan pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi.
   c. Kegiatan-kegiatan lain yang relevan dan menunjang pelaksanaan tugas Dewan Komisaris.
4. Mengevaluasi dan memberikan arahan secara berkala terhadap hal-hal penting mengenai perubahan lingkungan bisnis yang diperkirakan akan berdampak besar pada usaha dan kinerja Perseroan secara tepat waktu dan relevan.
5. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan dan pelaksanaan sistem pengendalian intern Perseroan meliputi antara lain:
   a. Penguatan rancangan dan pelaksanaan sistem pengendalian intern.
   b. Efektivitas pengendalian intern pada tingkat entitas.
   c. Efektivitas pengendalian intern pada tingkat operasional/aktivitas.

DUTIES, RESPONSIBILITIES, AUTHORITIES, RIGHTS, AND OBLIGATIONS OF BOARD OF COMMISSIONERS

Board of Commissioners Duties

In carrying out its supervisory and advisory functions, the Board of Commissioners has following duties:

1. Hold orientation program for new member of Board of Commissioners and facilitate training program to develop competency of Board of Commissioners members in ongoing basis and realized according to Board of Commissioners' Annual Work and Budget Plan (RKAT).
2. Review, analyze, and grant approval toward various strategic recommendations from the Board of Directors to improve Company performance.
3. Prepare, determine, and deliver in written statement to the Shareholders to legalize Board of Commissioner's RKAT annually as part of RKAP, which includes among others:
   a. Goals/targets to be achieved.
   b. Key performance indicators that reflect level of success in the implementation of supervisory and advisory duty to the Board of Directors.
   c. Other activities that are relevant and supporting the implementation of the task.
4. Evaluate and provide suggestion regularly regarding key issues on changing business condition that is estimated to bring major impact for Company's business in a timely and relevant manner.
5. Oversee, evaluate, and provide direction regularly toward policies and implementation of internal control system in the Company, which includes among others:
   a. Strengthening the design and implementation of internal control systems.
   b. Effectiveness of internal control at the entity level.
   c. Effectiveness of internal control at operational/activity level.

6. Mengawasi dan mengevaluasi efektivitas pelaksanaan audit eksternal dan audit internal serta melaksanakan telaah atas pengaduan yang berkaitan dengan Perseroan yang diterima oleh Dewan Komisaris.
7. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan dan pelaksanaan manajemen risiko Perusahan terutama terkait hasil analisis risiko atas rancangan RKAP dan strategi penanganannya.
8. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan dan pelaksanaan sistem teknologi informasi Perseroan.
9. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan dan pelaksanaan pengembangan karier, khususnya tentang:
   a. Pelaksanaan sistem manajemen karier serta pelaksanaan sistem promosi, mutasi dan demosi di Perseroan pada jabatan dalam struktur organisasi Perseroan.
   b. Kebijakan suksesi manajemen dan pelaksanaannya.
10. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku di Indonesia.
11. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan dan pelaksanaan sistem pengadaan barang dan jasa Perseroan.
12. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap pelaksanaan kebijakan mutu dan pelayanan di Perseroan.
13. Mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundang-undangan yang mengatur bisnis Perseroan, anggaran dasar Perseroan serta kepatuhan Perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh Perseroan dengan pihak ke tiga.
14. Mengawasi dan memantau kepatuhan Perseroan dalam menjalankan Perseroan sesuai RJPP dan RKAP.
15. Mengawasi, mengevaluasi, dan memberikan arahan secara berkala terhadap kebijakan pengelolaan anak Perusahaan/ Perusahaan patungan, meliputi antara lain:
   a. Evaluasi terhadap arah pengelolaan anak Perusahaan/ Perusahaan patungan.
   b. Evaluasi kinerja anak Perusahaan/Perusahaan patungan terkait dengan visi pengembangan usaha Perseroan.
   c. Pemilihan dan pengangkatan calon anggota Direksi dan Dewan Komisaris anak Perusahaan/Perusahaan patungan. Proses penetapan (setuju atau tidak setuju) Direksi dan Dewan Komisaris anak Perusahaan/Perusahaan patungan dilaksanakan paling lambat 15 (lima belas) hari kalender terhitung sejak diterima usulan calon Direksi dan Dewan Komisaris anak Perusahaan/Perusahaan patungan.
16. Mengawasi, memantau dan memastikan efektivitas penerapan pedoman GCG dan pedoman lainnya yang terkait dengan penerapan GCG, memantau tindak lanjut *area of improvement* hasil *assessment/review* GCG yang menjadi kewenangan Direksi serta memantau laporan GCG yang diungkapkan dalam laporan tahunan Perseroan.
17. Memastikan pedoman GCG, pedoman perilaku (*Code of Conduct*) maupun pedoman lainnya yang terkait dengan penerapan GCG ditinjau dan dimutakhirkan secara berkala.

6. Oversee and evaluate implementation of external and internal audit as well as every complaint related to the Company by the Board of Commissioners.
7. Oversee, evaluate, and provide suggestion regularly toward policies and implementation of risk management in the Company, mainly related with risk analysis on Company Work Plan and Budget draft and its mitigation strategy.
8. Oversee, evaluate, and provide recommendation regularly toward policies and implementation of information technology system in the Company.
9. Oversee, evaluate, and provide suggestion regularly toward policies and implementation of career development, especially on:
   a. Implementation of career management system as well as promotion, job transfer, and demotion system in the Company on positions within the Company organization structure.
   b. Management succession policy and its implementation.
10. Oversee, evaluate, and provide suggestion regularly toward accounting policy and financial statement preparation according to accounting standard generally accepted in Indonesia.
11. Oversee, evaluate, and provide suggestion regularly toward policies and implementation of goods and service procurement in the Company.
12. Oversee, evaluate, and provide suggestion regularly toward the implementation of quality control and service policy in the Company.
13. Oversee and monitor Board of Directors' compliance in implementing laws and regulations that regulate the Company's business, Articles of Association, and compliance toward every agreement and commitment made by the Company with third parties.
14. Oversee and monitor compliance of the Company in running the Company according to RJPP and RKAP.
15. Oversee, evaluate, and provide suggestion regularly toward subsidiary/joint venture management policy, which includes among others:
   a. Evaluate the direction of the management of Company's subsidiary/joint venture.
   b. Evaluate the performance of subsidiary/ joint venture related to the vision of Company's business development.
   c. Select and appoint candidates for members of Board of Directors and Commissioners of subsidiary/joint venture. The process of determining (agreeing or not agreeing to) the Board of Directors and Commissioners of subsidiary/joint venture shall be conducted no later than 15 (fifteen) calendar days since the receipt of proposal of candidates for Board of Directors and Commissioners of subsidiary/joint venture.
16. Oversee, evaluate, and ensure the effectiveness of GCG Code and other Guidelines related to GCG implementation, oversee follow-up of area of improvement as the result of GCG review as the Board of Director's authority, and monitor GCG report disclosed in the Company's annual report.
17. Ensure the GCG Code, Code of Conduct, and other Guidelines related with GCG Implementation to be regularly reviewed and updated.

18. Melakukan pengukuran dan penilaian kinerja Dewan Komisaris setiap tahun dengan:
    a. Menetapkan indikator pencapaian kinerja beserta target-targetnya. Indikator pencapaian kinerja Dewan Komisaris disampaikan/diusulkan kepada RUPS/Menteri untuk mendapatkan persetujuan.
    b. Mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah rapat Dewan Komisaris.
    c. Melaporkan penilaian kinerja Dewan Komisaris dalam laporan pelaksanaan tugas pengawasan Dewan Komisaris.
19. Menyelenggarakan dan menghadiri rapat internal Dewan Komisaris dan Rapat Dewan Komisaris yang mengundang kehadiran Direksi (rapat gabungan) dengan efektif.
20. Memberikan tanggapan atas laporan berkala dari Direksi dan atau menugaskan Komite Audit untuk melakukan tugas pengawasan.

Wewenang Dewan Komisaris

Dalam pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris memiliki wewenang sebagai berikut:

1. Memperoleh akses mengenai Perseroan dan memperoleh informasi secara berkala, tepat waktu, dan lengkap sesuai dengan peraturan perundang-undangan.
2. Merespon saran, harapan, permasalahan dan keluhan dari Pemangku Kepentingan (pelanggan, pemasok, kreditur dan pegawai) yang disampaikan langsung kepada Dewan Komisaris ataupun penyampaian oleh Direksi. Simpulan berupa saran penyelesaian dari pembahasan saran, harapan, permasalahan dan keluhan Pemangku Kepentingan disampaikan kepada Direksi.
3. Melaksanakan proses penunjukan calon auditor eksternal dan/atau penunjukan kembali auditor eksternal dan mengajukan usulan calon Auditor Eksternal kepada RUPS disertai alasan pencalonan dan besarnya honorarium/imbal jasa. Dalam proses penunjukan calon auditor eksternal tersebut dilakukan sesuai dengan ketentuan pengadaan barang dan jasa Perseroan dan apabila diperlukan dapat meminta bantuan Direksi.
4. Mengajukan kandidat Direksi Perseroan kepada Pemegang Saham untuk bakal calon yang berasal dari kalangan talenta internal Perseroan.
5. Memberhentikan untuk sementara waktu seorang atau lebih anggota Direksi, jika bertindak bertentangan dengan anggaran dasar Perseroan atau melalaikan kewajibannya atau terdapat alasan mendesak bagi Perseroan.
6. Melakukan penilaian terhadap pencapaian kinerja Direksi berdasarkan kriteria, target dan indikator kinerja utama yang tercakup dalam kontrak manajemen Direksi baik secara kolegial maupun secara individual serta melaporkan hasil penilaian kinerja tersebut kepada Pemegang Saham.
7. Dewan Komisaris melakukan telaah dan analisa terhadap usulan dan/atau permasalahan yang disampaikan Direksi dalam rapat internal Dewan Komisaris bersama organ pendukung Dewan Komisaris paling lambat 2 (dua) hari sejak usulan dan/atau permasalahan tersebut diterima oleh

18. Assess and evaluate Board of Commissioners performance annually by:
    a. Stipulating performance indicators and its targets. Performance indicators of Board of Commissioners are submitted/proposed to GMS/Minister for approval.
    b. Evaluating the performance of each member of the Board of Commissioners and set forth in the minutes of Board of Commissioners' meeting.
    c. Reporting the performance assessment of Board of Commissioners in the report of the supervisory duties of Board of Commissioners.
19. Hold and attend Board of Commissioners internal meeting with Board of Directors (joint meeting) effectively).
20. Provide feedback of Directors' regular reports and/or assign Audit Committee to perform supervisory duty.

Board of Commissioners' Authorities

In carrying out its supervisory and advisory functions to the Board of Directors, the Board of Commissioners has following authorities:

1. To obtain access and information about the Company regularly, timely and comprehensively according to prevailing laws and regulations.
2. To respond the suggestion, expectation, and issues as well as complaints from Stakeholders (customers, suppliers, creditors, and employees) addressed directly for the Board of Commissioners and disclosure from the Board of Directors. Summary of recommendation from the discussion of suggestion, expectation, issues, and complaints of Stakeholders are informed to the Board of Directors.
3. To perform external auditor candidate appointment and/or re-appointment and propose recommendation of External Auditor candidate to the GMS accompanied by reason of the candidacy and amount of service fee. The process of external auditor candidate appointment is carried out based on the provisions of goods and service procurement of the Company and if required, Directors' help may be requested.
4. To propose candidate of Board of Directors to Shareholders for candidate from internal talent of the Company.
5. To dismiss temporary one or more member of Board of Directors, if proven committed action that violates Articles of Association or neglects responsibility or other urgent matters for the Company;
6. To assess Board of Directors performance realization based on key performance indicators, criteria, and targets stated under Board of Directors management contract both individually and collegially and report result of the performance assessment to Shareholders.
7. To review and analyze the proposals and/or issues submitted by the Board of Directors in internal meetings of the Board of Commissioners together with its supporting bodies no later than 2 (two) days after the proposal and/or issues received by the Board of Commissioners. Decision-making by the

Dewan Komisaris. Pengambilan keputusan Dewan Komisaris dapat dilakukan secara formal dalam rapat maupun di luar rapat Dewan Komisaris paling lama 7 (tujuh) hari sejak usulan dan/atau permasalahan dibahas dalam rapat internal Dewan Komisaris. Dewan Komisaris memberikan arahan dan/atau persetujuan kepada Direksi atas usulan dan/atau permasalahan yang disampaikan oleh Direksi paling lambat 15 (lima belas) hari sejak dilakukan pengambilan keputusan oleh Dewan Komisaris. Penyampaian arahan dan/atau persetujuan Dewan Komisaris dapat dilakukan secara tertulis atau melalui rapat gabungan yang dituangkan dalam risalah rapat.

8. Melakukan penilaian dan menyetujui struktur organisasi Perseroan yang disampaikan oleh Direksi.
9. Melakukan penilaian atas kebijakan-kebijakan operasional dan Standar Prosedur Operasional (SPO) untuk proses bisnis inti (*core business*) Perseroan yang disampaikan oleh Direksi.
10. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan dan Kepala Satuan Pengawasan Intern yang diusulkan oleh Direksi berdasarkan mekanisme internal Perseroan.
11. Mengangkat dan memberhentikan sekretaris Dewan Komisaris, anggota Komite Audit dan staf Sekretariat Dewan Komisaris.
12. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi dengan meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan.
13. Mewakili Perseroan apabila terdapat peristiwa penting sehingga kepentingan Perseroan berbenturan dengan kepentingan seluruh anggota Direksi.
14. Meminta Direksi dan/atau pejabat lain di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri Rapat Dewan Komisaris.
15. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal-hal yang dibicarakan.
16. Bersama Direksi mengusulkan kepada RUPS besaran dan jenis penghasilan Dewan Komisaris dan Direksi sesuai ketentuan dan penilaian kinerja untuk mendapatkan persetujuan.
17. Menetapkan sistem dan prosedur tata kerja dalam lingkup kewenangan Dewan Komisaris.
18. Menugaskan Komite Audit untuk melakukan tugas pengawasan sebagaimana yang tercantum dalam Piagam Komite Audit.
19. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar Perseroan, dan/atau keputusan RUPS.

Kewajiban Dewan Komisaris

Dalam pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris memiliki kewajiban sebagai berikut:

1. Melakukan pengawasan dan memberikan nasehat kepada Direksi dalam melaksanakan pengurusan Perseroan.
2. Mengikuti program pengenalan bagi anggota Dewan Komisaris yang baru yang diselenggarakan oleh Perseroan.
3. Mengikuti program pelatihan dalam rangka meningkatkan kompetensi anggota Dewan Komisaris sesuai kebutuhan.

Board of Commissioners may be conducted formally in meetings or outside the Board of Commissioners' meeting no later than 7 (seven) days after the proposal and/or issues discussed in the Board of Commissioners meeting. The Board of commissioners provides direction and/ or approval to the Board of Directors on proposals and/or issues submitted by the Board of Directors no later than 15 (fifteen) days after decision has been made by the Board of Commissioners. The direction and/or approval of the Board of Commissioners may be delivered in writing or through joint meetings as outlined in minutes of meetings.

8. To evaluate and approve organization structure of the Company submitted by the Board of Directors.
9. To assess operational policies and Standard Operating Procedures (SOP) applied for core business process in the Company as submitted by the Board of Directors.
10. To approve appointment and dismissal of Corporate Secretary and Internal Audit Unit Head as recommended by the Board of Directors according to the Company's internal mechanism.
11. To appoint and dismiss Board of Commissioners Secretary, Audit Committee members, and Board of Commissioners Secretariat staffs.
12. To acknowledge every policy and action that has been and will be performed by the Board of directors by proposing explanation from the Directors and/or other Executives regarding every issue related to the Company management.
13. To represent the company in the event of any important events that encourages conflict of interest between the Company and the Board of Directors.
14. To request Directors and/or other Executives under the Board of Directors with the consent of the Board of Directors to attend Board of Commissioners' meeting.
15. To attend Board of Directors' meeting and provide insight regarding issued being discussed.
16. Altogether with the Board of Directors, to recommend to the GMS regarding the amount and type of Board of Commissioners and Board of Directors remuneration according to the provisions and performance assessment to gain approval.
17. To determine operational system and procedure under Board of Commissioners' authority scope.
18. To assign Audit Committee to undertake monitoring duty as disclosed in Audit Committee charter.
19. To perform other monitoring authorities of which not conflicting with the prevailing laws and regulations, Articles of Association, and/or GMS resolutions.

Board of Commissioners' Obligations

In carrying out its supervisory and advisory functions to the Board of Directors, the Board of Commissioners has the following obligations:

1. To supervise and provide recommendation to the Board of Directors on the Company's management.
2. To participate in the orientation program for new members of Board of Commissioners held by the Company.
3. To participate in the training program to improve the competence of the Board of Commissioner as required.

4. Melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas di antara anggota Dewan Komisaris serta menetapkan dan mengevaluasi secara berkelanjutan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.
5. Menyusun dan menetapkan mekanisme pengambilan keputusan terhadap usulan Direksi, yang memuat antara lain:
   a. Proses pengambilan keputusan secara formal dapat dilakukan melalui rapat maupun di luar rapat Dewan Komisaris. Pengambilan keputusan yang diambil di luar rapat Dewan Komisaris harus disetujui secara tertulis oleh semua anggota Dewan Komisaris.
   b. Standar waktu pengambilan keputusan terhadap usulan Direksi. Pengambilan keputusan dilaksanakan berkisar 7 (tujuh) sampai dengan 14 (empat belas) hari sejak usulan tindakan disampaikan dalam rapat Dewan Komisaris dan/atau rapat Gabungan. Pembahasan hasil keputusan yang diambil dengan Direksi paling lama 7 (tujuh) hari setelah keputusan tersebut disahkan/ditandatangani.
   c. Keputusan yang diambil di luar rapat Dewan Komisaris memiliki kekuatan hukum yang sama dengan keputusan Dewan Komisaris yang dihasilkan dalam rapat Dewan Komisaris serta mengikat untuk semua anggota Dewan Komisaris.
6. Meneliti, menelaah, dan menandatangani rancangan RJPP yang disiapkan Direksi serta menyampaikan kepada RUPS pendapat dan saran terhadap rancangan RJPP untuk bahan pertimbangan keputusan RUPS.
7. Meneliti, menelaah, serta menandatangani rancangan RKAP serta perubahannya yang disiapkan oleh Direksi dalam hal RKAP disahkan oleh RUPS. RKAP dimaksud adalah RKAP disusun berdasarkan ketentuan yang ditetapkan oleh Menteri BUMN dan telah sesuai dengan target yang ditetapkan dalam aspirasi pemegang saham (*shareholder aspiration*) oleh Menteri BUMN.
8. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah strategis atau yang dianggap penting bagi kepengurusan Perseroan termasuk pendapat mengenai kelayakan visi dan misi Perseroan.
9. Membentuk Komite Audit dan menetapkan piagam Komite Audit berdasarkan usulan Komite Audit dan menyampaikan asli piagam Komite Audit kepada Direksi untuk didokumentasikan.
10. Menetapkan program kerja dan anggaran tahunan Komite Audit serta menyampaikan salinan program kerja dan anggaran Komite Audit kepada Direksi untuk diselaraskan dengan kegiatan pengelolaan Perseroan yang dilakukan oleh Direksi.
11. Meneliti, menelaah, dan menandatangani laporan berkala dan laporan tahunan yang disampaikan Direksi serta memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan, apabila diminta.
12. Meneliti, menelaah, dan memberikan persetujuan atas transaksi atau tindakan Direksi melalui proses pembahasan internal Dewan Komisaris maupun pembahasan dengan Direksi. Hasil pembahasan tersebut dituangkan dalam risalah rapat internal Dewan Komisaris maupun risalah rapat gabungan.

4. To conduct clear segregation of duties, authorities, and responsibilities clearly among members of Board of Commissioners and determine and evaluate regularly the factors required to support the implementation of duties of the Board of Commissioners.
5. To prepare and determine mechanism of decision making toward proposal from the Directors, containing among others:
   a. Formal decision-making process that can be made in a meeting or outside the meeting of Board of Commissioners. Any decision made outside the meeting of Board of Commissioners must be approved in writing by all members of the Board of Commissioners.
   b. Decision-making due date for Directors' recommendation. Decision-making is taken within 7 (seven) to 14 (fourteen) days after the recommendation is delivered in meeting of Board of Commissioners and/or Joint Meeting. The decision made is discussed with the Board of Directors no later than 7 (seven) days after the decision was legalized/signed.
   c. Decision made outside the meeting of Board of Commissioners possesses the same legal power with decision made in meeting of Board of Commissioners and binding all members of Board of Commissioners.
6. To analyze, review, and sign RJPP draft as prepared by the Directors and deliver to GMS the opinion and recommendation concerning RJPP draft for consideration of GMS resolutions
7. To analyze, review, and sign RKAP draft and its amendment as prepared by the Directors in the event that RKAP is legalized by GMS. The RKAP refers to RKAP prepared based on the provisions as set forth by the Minister of SOEs and in line with the target as determined in shareholder aspiration by the Minister of SOEs.
8. To follow the progress of Company activities, provide opinion and recommendation to the GMS concerning any strategic issues or issues considered important for Company management including opinion concerning the appropriateness of vision and missions of the Company.
9. To form Audit Committee and decide Audit Committee Charter based on the recommendation of Audit Committee and deliver the original Audit Committee Charter to the Directors to be documented.
10. To determine annual work plan and budget for Audit Committee and deliver the copy of work plan and budget of Audit Committee to the Directors to be aligned with the Company management activities as carried out by the Directors.
11. To analyze, review, and sign periodical report an annual report prepared by the Directors and provide explanation, opinion, and recommendation to the GMS concerning the annual report, whenever requested.
12. To analyze, review, and give approval toward transaction or action of the Board of Directors through internal discussing process of Board of Commissioners as well as with the Board of Directors. The result of the discussion is set out in minutes of internal meeting of Board of Commissioners and minutes of joint meeting.

13. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan disertai dengan saran-saran perbaikan yang telah disampaikan kepada Direksi.
14. Menyusun dan mengusulkan kepada RUPS mengenai indikator pencapaian Kinerja (*Key Performance Indicators*) Dewan Komisaris secara kolegial untuk dimintakan persetujuan.
15. Menindaklanjuti *area of improvement* hasil *assessment/review* yang menjadi kewenangan Dewan Komisaris.
16. Memantau pelaksanaan penugasan Auditor Eksternal yang melakukan pemeriksaan laporan keuangan Perseroan.
17. Membuat risalah rapat internal Dewan Komisaris maupun Rapat Dewan Komisaris yang mengundang kehadiran Direksi (rapat gabungan) dan menyimpan salinannya serta menyampaikan yang asli kepada Direksi.
18. Melaporkan secara tertulis kepada Perseroan mengenai kepemilikan saham dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain termasuk setiap perubahannya untuk dicatat dan dicantumkan dalam laporan tahunan.
19. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
20. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar Perusahaan dan/atau keputusan RUPS.

Hak Dewan Komisaris

Dalam pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris memiliki hak sebagai berikut:

1. Menerima honorarium dan tunjangan lain termasuk santunan purna jabatan sesuai dengan ketentuan yang jumlahnya ditetapkan oleh RUPS melalui dengan memperhatikan peraturan perundang-undangan.
2. Mendapatkan fasilitas Perseroan sesuai dengan hasil penetapan RUPS.
3. Menerima tantiem atas prestasi kerja setiap tahun yang besarnya ditetapkan oleh RUPS apabila Perseroan memperoleh laba, atau diberikan kepada Direksi dan Dewan Komisaris apabila terjadi peningkatan kinerja Perseroan walaupun masih mengalami kerugian dalam tahun buku yang bersangkutan atau akumulasi kerugian dari tahun buku sebelumnya. Pemberian tantiem diberikan apabila telah dianggarkan dan diperhitungkan sebagai biaya dalam RKAP tahun yang bersangkutan.

Tanggung Jawab Dewan Komisaris

Dalam pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris memiliki tanggung jawab sebagai berikut:

1. Bila terjadi kerugian bagi Perseroan, maka:
   a. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perseroan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya.
   b. Dalam hal Dewan Komisaris terdiri atas 2 (dua) orang anggota Dewan Komisaris atau lebih, tanggung jawab atas kerugian Perseroan berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris.
2. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perseroan apabila dapat membuktikan:

13. To report as soon as possible to the GMS in the event of performance decrease of the Company along with the corrective actions as delivered to the Board of Directors.
14. To prepare and propose to GMS the indicators of Key Performance Indicator (KPI) achievement of Board of Commissioners collegially for approval.
15. To follow up area of improvement based on the assessment/review as the authority of the Board of Commissioners.
16. To oversee the implementation of External Auditor appointment to conduct assessment of Company's financial report.
17. To prepare minutes of internal meeting of the Board of Commissioners and meeting of the Board of Commissioners that invites the Board of Directors (Joint Meeting) and maintain its copies and deliver the original copy to the Board of Directors.
18. To report in writing to the company the share ownership and/or family members in the Company and other Company including any changes to be recorded and disclosed in annual report.
19. To provide report of supervisory duties that has been carried out in the previous fiscal year to the GMS.
20. To carry out other obligation in supervisory and advisory roles, as long as it does not contradict with the prevailing laws and regulations, Articles of Association, and/or resolution of GMS.

Board of Commissioners' Rights

In carrying out its supervisory and advisory functions to the Board of Directors, the Board of Commissioners has following rights:

1. To receive salary and other allowance including postemployment allowance based on the provision whose amount is determined by the GMS in regards of the prevailing laws and regulations.
2. To get facilities of the Company based on the resolution of GMS.
3. To receive remuneration for work achievement every year whose amount is determined by the GMS if the Company is in profitable condition, or given to the Board of Directors and Commissioners if there is performance improvement of the Company despite the Company is not in profitable condition in the relevant fiscal year or loss accumulation from the previous fiscal year. The remuneration is given if the budget has been allocated and calculated as cost in the RKAP of the relevant year.

Board of Commissioner's Responsibilities

In carrying out its supervisory and advisory functions to the Board of Directors, the Board of Commissioners has the following responsibilities:

1. In the event of loss to the Company, then:
   a. Each member of the Board of Commissioners shall be personally liable for the loss of the Company if the person is guilty or negligent in performing his duties
   b. In the event that the Board of Commissioners consists of 2 (two) members of the Board of Commissioners or more, the liability for the loss of the Company shall apply jointly to each member of the Board of Commissioners
2. A member of the Board of Commissioners cannot be held liable of the loss of Company if they can prove that:

a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
b. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian.
c. Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian Perseroan.

3. Mempertanggungjawabkan pelaksanaan tugas pengawasan dan pemberian nasihat Dewan Komisaris kepada RUPS/Menteri.

a. They have conducted prudent supervision with good intention in the interest of the Company and in accordance with the purposes and objectives of the Company.
b. They have no personal interest, both directly and indirectly, in the Directors' management actions resulting in losses.
c. They have provided recommendation to the Board of Directors to prevent the Company from incurring or continuing losses.

3. The Board of Commissioners shall be responsible for the implementation of supervisory and advisory tasks of the Board of Commissioners to GMS/Minister.

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Berdasarkan Pasal 14 butir 23 Anggaran Dasar Perseroan yang antara lain menyatakan bahwa "pembagian kerja di antara para anggota Komisaris diatur oleh mereka sendiri," maka berkenaan dengan hal tersebut pembagian kerja Anggota Dewan Komisaris PT Jasa Raharja ditetapkan dalam Keputusan Dewan Komisaris PT Jasa Raharja Nomor: KEP-03/DK/JR/XI/2020 Tentang Pembagian Kerja Anggota Dewan Komisaris PT Jasa Raharja yang ditandatangani pada tanggal 19 November 2020 sebagai berikut:

BOARD OF COMMISSIONERS' DIVISION OF DUTIES AND RESPONSIBILITIES

Based on Article 14 point 23 of the Company's Articles of Association which among other things states that "the division of duties among the members of the Board of Commissioners is regulated by themselves." In this regard, the division of duties for the members of the Board of Commissioners of PT Jasa Raharja is stipulated in the Decree of the Board of Commissioners of PT Jasa Raharja Number: KEP -03/DK/JR/XI/2020 Regarding the Division of Duties for Members of the Board of Commissioners of PT Jasa Raharja, which was signed on November 19, 2020, as follows:

No	Nama Name	Jabatan Position	Bidang Kerja Scope of Duties
1	Budi Setiyadi	Komisaris Utama President Commissioner	Melaksanakan koordinasi antar Divisi, dan membidangi tugas pokok dan fungsi Dewan Komisaris yang meliputi Unit Satuan Pengawas Internal. Carry out coordination between Divisions, and in charge of the main tasks and functions of the Board of Commissioners which includes the Internal Audit Unit.
2	Antonius	Komisaris Independen Independent Commissioner	Membidangi tugas pokok dan fungsi Dewan Komisaris yang meliputi Divisi Keuangan, Divisi Akuntansi, dan Divisi Investasi. Coordinating and supervising Board of Commissioners' main duty and function in Finance, Investment, and Accounting Division.
3	Suprianto	Komisaris Commissioner	Membidangi tugas pokok dan fungsi Dewan Komisaris yang meliputi Divisi Pelayanan serta Divisi Asuransi. Coordinating and supervising Board of Commissioners' main duty and function in Service and Insurance Division.
4	Humaniati	Komisaris Commissioner	Membidangi tugas pokok dan fungsi Dewan Komisaris yang meliputi Divisi *Human Capital* dan Divisi Umum. Coordinating and supervising Board of Commissioners' main duty and function in Human Capital and General Affairs Division.
5	Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Membidangi tugas pokok dan fungsi Dewan Komisaris dalam lingkup tugas yang meliputi Divisi Manajemen Risiko & Transformasi Perusahaan serta Biro Hukum & Kepatuhan. Coordinating and supervising Board of Commissioners' main duty and function in Risk Management & Corporate Transformation Division, and Legal & Compliance Bureau.
6	Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Membidangi tugas pokok dan fungsi Dewan Komisaris dalam lingkup tugas yang meliputi Sekretariat Perusahaan serta Divisi Teknologi Informasi Komunikasi. Coordinating and supervising Board of Commissioners' main duty and function in Corporate Secretariat and Information and Communication Technology Division.

LAPORAN PELAKSANAAN TUGAS

Sebagaimana tugas, wewenang, dan kewajiban Dewan Komisaris, selama periode Tahun Buku 2020, Dewan Komisaris PT Jasa Raharja telah memberikan beberapa persetujuan dan rekomendasi yang menjadi lingkup tugas dan wewenang Dewan Komisaris sebanyak 43 (empat puluh tiga) surat kepada Pemegang Saham ataupun kepada Direksi sebagai berikut:

REPORT ON THE IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES

As with the duties, authorities and obligations of the Board of Commissioners, in the Financial Year 2020 period, the Board of Commissioners of PT Jasa Raharja has given as many as 43 (forty three) letters of approvals and recommendations which are the scope of duties and authorities of the Board of Commissioners to the Shareholders or to the Board of Directors. They are detailed in the following:

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
1.	S-01/D K/J R/II/2020	19 Februari 2020 February 19, 2020	Persetujuan Permohonan Cuti Direktur Utama Approval of the Application for Leave of the President Director
2.	S-02/D K/J R/II/2020	21 Februari 2020 February 21, 2020	Persetujuan Izin Mengikuti *Unleash* 2020 - *Humanizing the HR Technology Revolution* di London Approval to Participate in Unleash 2020 - Humanizing the HR Technology Revolution in London
3.	S-03/D K/J R/I II/2020	3 Maret 2020 March 3, 2020	Laporan SDM dan *Masterplan* SDM serta Rincian Portofolio Investasi per 31 Desember 2019 PT Jasa Raharja (Persero) PT Jasa Raharja (Persero)'s HR Report and HR Master Plan and Investment Portfolio Details as of December 31, 2019
4.	S-04/D K/J R/I II/2020	23 Maret 2020 March 23, 2020	Tanggapan Dewan Komisaris atas Laporan Keuangan *Audited* Tahun Buku 2019 PT Jasa Raharja (Persero) Response of the Board of Commissioners on the Audited Financial Report for the 2019 Fiscal Year of PT Jasa Raharja (Persero)
5.	S-05/D K/J R/I II/2020	23 Maret 2020 March 23, 2020	Tanggapan Dewan Komisaris atas Investasi dan *Human Capital* periode 31 Januari 2020 PT Jasa Raharja (Persero) Response of the Board of Commissioners on Investment and Human Capital for the period January 31, 2020, of PT Jasa Raharja (Persero)
6.	S-06/DK/J R/I II/2020	24 Maret 2020 March 24, 2020	Tanggapan Dewan Komisaris atas Investasi dan *Human Capital* periode Februari 2020 PT Jasa Raharja (Persero) Response of the Board of Commissioners on Investment and Human Capital for the period February 2020, of PT Jasa Raharja (Persero)
7.	S-07/D K/J R/IV/2020	1 April 2020 April 1, 2020	Persetujuan Pembayaran Jasa Produksi Tahun Buku 2019 Approval of Payment for Production Services for Fiscal Year 2019
8.	S-08/D K/J R/I V/2020	15 April 2020 April 15, 2020	Tanggapan Dewan Komisaris atas Surat PT Bahana Pembinaan Usaha Indonesia (Persero) Nomor 072/DIR/BPUI/III/2020 Response of the Board of Commissioners to the Letter of PT Bahana Pembinaan Usaha Indonesia (Persero) Number 072/DIR/BPUI/III/2020
9.	S-09/DK/J R/IV/2020	21 April 2020 April 21, 2020	Tanggapan Dewan Komisaris PT Jasa Raharja (Persero) atas Proyeksi Realisasi RKAP Tahun 2020 Response of the Board of Commissioners of PT Jasa Raharja (Persero) on the Projected Realization of the 2020 RKAP
10.	S-10/DK-JR/IV/2020	28 April 2020 April 28, 2020	Implementasi *Talent Succession Management* PT Jasa Raharja (Persero) Implementation of Talent Succession Management of PT Jasa Raharja (Persero)
11.	S-11/DK-JR/IV/2020	30 April 2020 April 30, 2020	Revisi S-10/DK-JR/IV/2020 tanggal 28 April 2020 perihal Implementasi *Talent Succession Management* PT Jasa Raharja (Persero) dan surat Direksi PT Jasa Raharja (Persero) Revision of S-10/DK-JR/IV/2020 dated April 28, 2020 regarding the Implementation of Talent Succession Management of PT Jasa Raharja (Persero) and the letter of the Board of Directors of PT Jasa Raharja (Persero)
12.	S-12/DK-JR/V/2020	8 Mei 2020 May 8, 2020	Tanggapan Dewan Komisaris atas atas Investasi dan *Human Capital* periode Maret 2020 PT Jasa Raharja (Persero) Response of the Board of Commissioners on Investment and Human Capital for the period March 2020 PT Jasa Raharja (Persero)

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
13.	S-13/DK-JR/V/2020	8 Mei 2020 May 8, 2020	Tanggapan Dewan Komisaris Atas Laporan Manajemen Triwulan I Tahun 2020 PT Jasa Raharja (Persero) Response of the Board of Commissioners to the First Quarter 2020 Management Report of PT Jasa Raharja (Persero)
14.	S-14/DK-JR/V/2020	19 Mei 2020 May 19, 2020	Tanggapan Dewan Komisaris atas Investasi dan *Human Capital* periode April 2020 PT Jasa Raharja Response of the Board of Commissioners on Investment and Human Capital for the April 2020 period of PT Jasa Raharja
15.	S-15/DK-JR/V/2020	19 Mei 2020 May 19, 2020	Penyampaian Laporan Pengawasan Dewan Komisaris PT Jasa Raharja Tahun 2019 Submission of the Supervisory Report of the Board of Commissioners of PT Jasa Raharja in 2019
16.	S-16/DK-JR/V/2020	26 Mei 2020 May 26, 2020	Tanggapan Dewan Komisaris atas Laporan Keuangan *Audited* Tahun Buku 2019 PT Jasa Raharja Response of the Board of Commissioners on the Audited Financial Statements for the 2019 Financial Year of PT Jasa Raharja
17.	S-17/DK-JR/V/2020	28 Mei 2020 May 28, 2020	Tanggapan Dewan Komisaris atas Usulan Reklasifikasi (Pencatatan Terpisah Pinjaman Bermasalah) PT Sang Hyang Seri (Persero) The Board of Commissioners' Response to the Proposed Reclassification (Separate Listing of Non-performing Loans) of PT Sang Hyang Seri (Persero)
18.	S-18/DK-JR/V/2020	29 Mei 2020 May 29, 2020	Usulan Remunerasi Honorarium dan Tantiem Direksi dan Dewan Komisaris PT Jasa Raharja Tahun 2020 Proposed Honorarium Remuneration for the Directors and Board of Commissioners of PT Jasa Raharja in 2020
19.	S-19/DK-JR/VI/2020	22 Juni 2020 June 22, 2020	Tanggapan Dewan Komisaris atas Investasi dan *Human Capital* periode Mei 2020 PT Jasa Raharja Response of the Board of Commissioners on Investment and Human Capital for the period of May 2020 PT Jasa Raharja
20.	S-20/DK JR/VII/2020	06 Juli 2020 July 6, 2020	Tanggapan atas Perubahan Rencana Kerja Anggaran Perusahaan (RKAP) PT Jasa Raharja Tahun 2020 Response to the Changes in the Company's Work Plan and Budget (RKAP) for 2020
21.	S-21 /D K/J R/VII/2020	16 Juli 2020 July 16, 2020	Kunjungan Kerja Dewan Komisaris Secara Virtual Virtual Working Visit of the Board of Commissioners
22.	S-22/DK-JR/VII/2020	23 Juli 2020 July 23, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan Juni 2020 Responses to the June 2020 Investment and Human Capital Report
23.	S-23/DK-JR/VII/2020	23 Juli 2020 July 23, 2020	Tanggapan atas Perubahan RKAP PT Jasa Raharja Tahun 2020 Response to changes in PT Jasa Raharja's 2020 RKAP
24.	S-24/DK-JR/VIII/2020	5 Agustus 2020 August 5, 2020	Tanggapan atas Laporan Manajemen Semester I Tahun 2020 Response to the Management Report Semester I of 2020
25.	S-25/DK-JR/VIII/2020	18 Agustus 2020 August 18, 2020	Tanggapan atas Perubahan RKAP PT Jasa Raharja Tahun 2020 Response to changes in PT Jasa Raharja's 2020 RKAP
26.	S-26/D K/J R/VIII/2020	24 Agustus 2020 August 24, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan Juli 2020 Responses to the Investment and Human Capital Report for July 2020
27.	S-27/DK-JR/IX/2020	11 September 2020 September 11, 2020	Tanggapan atas Perubahan RKAP PT Jasa Raharja Tahun 2020 Response to changes in PT Jasa Raharja's 2020 RKAP
28.	S-28/D K-J R/IX/2020	18 September 2020 September 18, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan Agustus 2020 Responses to the August 2020 Investment and Human Capital Report
29.	S-29/D K-J R/IX/2020	30 September September 30, 2020 2020	Tanggapan atas Rencana Jangka Panjang Perusahaan (RJPP) PT Jasa Raharja Tahun 2020-2024 Response to PT Jasa Raharja's Long Term Plan (RJPP) for 2020-2024
30.	S-30/DK-JR/X/2020	16 Oktober 2020 October 16, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan September 2020 Responses to the September 2020 Investment and Human Capital Report
31.	S-31/DK-J R/X/2020	19 Oktober 2020 October 19, 2020	Tanggapan RKAP PT Jasa Raharja Tahun 2021 Response to the RKAP of PT Jasa Raharja in 2021

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
32.	S-32/D K-J R/X/2020	19 Oktober 2020 October 19, 2020	Penyampaian Tinjauan Dewan Komisaris atas Implementasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan Submission of the Board of Commissioners' Review on the Implementation of ISO 37001:2016 Anti-Bribery Management System
33.	S-33/D K-J R/XI/2020	2 November 2020 November 2, 2020	Tanggapan atas Laporan Manajemen Triwulan III Tahun 2020 Responses to the 2020 Quarter III Management Report
34.	S-34/D K-J R/XI/2020	19 November 2020 November 19, 2020	Permintaan Kelengkapan Dokumen Penghapusbukuan Aktiva Tetap Bergerak Inventaris Perusahaan Kondisi Hilang dan Rusak Total Request for the Completion of Write-off Documents for Company's Tangible Fixed Assets on Lost and Totally Damaged Inventory
35.	S-35/D K-J R/XI/2020	19 November 2020 November 19, 2020	Persetujuan Permohonan Cuti Direktur Sumber Daya Manusia dan Umum Approval of the Application for Leave of the Director of Human Resources and General Affairs
36.	S-36/D K-J R/XI/2020	23 November 2020 November 23, 2020	Persetujuan Permohonan Cuti Direktur Manajemen Risiko dan Teknologi Informasi Approval of Application for Leave from the Director of Risk Management and Information Technology
37.	S-36a/DK-JR/XI/2020	23 November 2020 November 23, 2020	Tanggapan atas Penyampaian Usulan Kandidat Komisaris Independen PT Jasaraharja Putera Response to Submission of Proposed Independent Commissioner Candidate of PT Jasaraharja Putera
38.	S-37/DK-JR/XI/2020	25 November 2020 November 25, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan Oktober 2020 Responses to the October 2020 Investment and Human Capital Report
39.	S-38/DK-JR/XII/2020	4 Desember 2020 December 4, 2020	Persetujuan Permohonan Cuti Direktur Operasional Approval of Application for Leave of Director of Operations
40.	S-39/DK-JR/XII/2020	7 Desember 2020 December 7, 2020	Penyampaian Hasil Evaluasi Pelaksanaan Pemberian Jasa Audit atas Laporan Keuangan Konsolidasian PT Jasa Raharja untuk Tahun yang Berakhir pada tanggal 31 Desember 2019 Submission of Evaluation Results on the Implementation of the Provision of Audit Services on the Consolidated Financial Statements of PT Jasa Raharja for the Year Ended December 31, 2019
41.	S-40/DK-JR/XII/2020	17 Desember 2020 December 17, 2020	Tanggapan atas Laporan Investasi dan Laporan *Human Capital* Bulan November 2020 Responses to November 2020 Investment and Human Capital Report
42.	S-41/DK-JR/XII/2020	22 Desember 2020 December 22, 2020	Persetujuan Penghapusbukuan Aktiva Tetap Bergerak Inventaris Perusahaan Kondisi Hilang dan Rusak Total Approval of Write-off of Company's Tangible Fixed Assets on Lost and Totally Damaged Inventory
43.	S-42/DK-JR/XII/2020	29 Desember 2020 December 29, 2020	Persetujuan Reklasifikasi (Pencatatan Terpisah Pinjaman Bermasalah) Mitra Binaan PT Jasa Raharja Tahun 2020 Reclassification Approval (Separate Listing of Non-performing Loans) of PT Jasa Raharja's Fostered Partners in 2020

PROGRAM ORIENTASI DEWAN KOMISARIS

Program pengenalan perusahaan diberikan kepada Dewan Komisaris dengan tujuan untuk memberikan pemahaman tentang visi, misi dan nilai-nilai Perseroan, kode etik dan pedoman tingkah laku, struktur organisasi, serta pedoman dan tata tertib kerja Dewan Komisaris. Program ini juga dimaksudkan untuk memberikan gambaran umum terhadap rencana bisnis strategis Perseroan, informasi mengenai kegiatan bisnis utama, garis besar tugas dan kegiatan Dewan Komisaris berdasarkan peraturan/perundang-undangan yang berlaku. Pada tanggal 9 hingga 13 November 2020 Perseroan melaksanakan kegiatan program pengenalan perusahaan kepada anggota Dewan Komisaris yang baru diangkat secara *online* dengan agenda sebagai berikut:

ORIENTATION PROGRAM OF BOARD OF COMMISSIONERS

The Company introduction program is given to the Board of Commissioners with the aim of providing an understanding of the vision, mission and values of the Company, its code of ethics and code of conduct, organizational structure, as well as guidelines and work procedures for the Board of Commissioners. This program is also intended to provide an overview of the Company's strategic business plan, information on the main business activities, and an outline of the duties and activities of the Board of Commissioners based on the applicable regulations/laws. From November 9 to 13, 2020, the Company carried out an online company introduction program for newly appointed members of the Board of Commissioners with the following agenda:

No	Unit Kerja Work Unit	Jadwal Schedule
1	Sekretariat Perusahaan Corporate Secretariat	Senin, 9 November 2020 Monday, November 9, 2020
2	Divisi Asuransi Insurance Division	Senin, 9 November 2020 Monday, November 9, 2020
3	Divisi MRTP Risk Management and Corporate Transformation Division	Selasa, 10 November 2020 Tuesday, November 10, 2020
4	Divisi TIK ICT Divisions	Selasa, 10 November 2020 Tuesday, November 10, 2020
5	Divisi Investasi Investment Division	Rabu, 11 November 2020 Wednesday, November 11, 2020
6	Divisi Keuangan Finance Division	Rabu, 11 November 2020 Wednesday, November 11, 2020
7	Divisi Akuntansi Accounting Division	Rabu, 11 November 2020 Wednesday, November 11, 2020
8	Satuan Pengawasan Intern Internal Audit Unit	Kamis, 12 November 2020 Thursday, November 12, 2020
9	Biro Hukum dan Kepatuhan Legal and Compliance Bureau	Kamis, 12 November 2020 Thursday, November 12, 2020
10	Divisi Pelayanan Service Division	Kamis, 12 November 2020 Thursday, November 12, 2020
11	Divisi *Human Capital* Human Capital Division	Jumat, 13 November 2020 Friday, November 13, 2020
12	Divisi Umum General Affairs Division	Jumat, 13 November 2020 Friday, November 13, 2020

KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

Keberadaan Komisaris Independen di dalam susunan keanggotaan Dewan komisaris PT Jasa Raharja diatur dalam Peraturan OJK No. 2/POJK.05/2014 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian khususnya pasal 22 ayat 2, di mana disebutkan sebagaimana dimaksud pada ayat (1) bahwa paling sedikit separuh dari jumlah anggota Dewan Komisaris Perusahaan Asuransi, merupakan Komisaris Independen.

The existence of an Independent Commissioner in the composition of the members of the Board of Commissioners of PT Jasa Raharja is regulated in OJK Regulation No. 2/POJK.05/2014 concerning Good Corporate Governance for Insurance Companies, especially article 22 paragraph 2, where it is stated as referred to in paragraph (1) that at least half of the total members of the Board of Commissioners of Insurance Companies are Independent Commissioners.

KRITERIA KOMISARIS INDEPENDEN

Keberadaan Komisaris Independen yang ada di Perseroan senantiasa menjamin mekanisme pengawasan berjalan secara efektif dan sesuai dengan peraturan perundang-undangan. Adapun kriteria penentuan Komisaris Independen Perseroan sesuai dengan POJK No. 33/POJK.04.2014 yaitu:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu enam bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak memiliki hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan;
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

CRITERIA OF INDEPENDENT COMMISSIONERS

The existence of Independent Commissioners in the Company ensures that supervisory mechanism is implemented effectively and in accordance to the laws and regulations. As for the criteria to determine Independence Commissioner of a Company, it refers to POJK NO.33/POJK/04/2014 which reads:

1. Not a person who works or has authorities and responsibilities to plan, lead, control, or oversee Company activities within the last six months, except for re-appointment as Independent Commissioners of the Company in the next period;
2. Has no share ownership both directly or indirectly in the Company;
3. Has no affiliated relations with the Company, members of Board of Commissioners, Board of Directors, or controlling Shareholder of the Company;
4. Has no business relations, both directly and indirectly in relation to business activities of the Company.

PERNYATAAN INDEPENDENSI

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau dengan Perseroan yang mungkin menghalangi atau menghambat posisinya untuk bertindak independen sesuai dengan prinsip-prinsip GCG. Komisaris Independen bertanggung jawab untuk melakukan pengawasan dan juga mewakili kepentingan pemegang saham minoritas.

Pada 31 Desember 2020, Perseroan memiliki 3 (tiga) anggota Komisaris Independen yang masing-masing telah menandatangani pernyataan independensi sebagaimana terlampir:

STATEMENT OF INDEPENDENCY

Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholder or with the Company which may hinder his/her position to act independently in accordance with the GCG principles. The Independent Commissioner is responsible for supervising and also representing the interests of minority shareholders.

As of December 31, 2020, the Company has 3 (three) Independent Commissioners, each of whom has signed a statement of independency as attached:

No	Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Tanggal Penandatanganan Surat Pernyataan Independensi The Signing Date of the Statement of Independency
1	Antonius	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-12/MBU/01/2018 SOE Minister Decree No. SK-12/MBU/01/2018	4 Januari 2020 January 4, 2020
2	Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-375/MBU/11/2020 SOE Minister Decree No. SK-375/MBU/11/2020	19 November 2020 November 19, 2020
3	Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN No. SK-346/MBU/10/2020 SOE Minister Decree No. SK-346/MBU/10/2020	27 Oktober 2020 October 27, 2020

SURAT PERNYATAAN

Saya yang bertanda tangan di bawah ini:

Nama : Rimawan Pradiptyo
Tempat, Tgl Lahir : Ngawi, 28 Desember 1969
Alamat : Perum Mataram Bumi Sejahtera 39, Condongcatur, Depok, Sleman, Yogyakarta, 55283
Posisi : Calon Komisaris Independen PT Jasa Raharja

dengan ini menyatakan bahwa, saya :

1. Tidak mempunyai hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris, anggota Dewan Pengawas Syariah atau pemegang saham LJKNB yang sama; dan
2. Tidak pernah menjadi anggota Direksi, anggota Dewan Komisaris, anggota Dewan Pengawas Syariah atau menduduki jabatan 1 (satu) tingkat di bawah Direksi pada LJKNB yang sama atau perusahaan lain yang memiliki hubungan afiliasi dengan LJKNB tersebut dalam kurun waktu sesuai dengan ketentuan perundang-undangan yang berlaku.

Demikian surat pernyataan ini saya buat dengan sesungguhnya dan apabila dikemudian hari ternyata pernyataan saya tidak benar, saya bersedia mengundurkan diri sebagai Komisaris Independen PT Jasa Raharja (Persero)

Jakarta,19 November 2020

Rimawan Pradiptyo

DEWAN KOMISARIS
JASA RAHARJA

PERNYATAAN TIDAK MEMILIK POTENSI/BENTURAN KEPENTINGAN

DEWAN KOMISARIS
JASA RAHARJA

PERNYATAAN TIDAK MEMILIK POTENSI/BENTURAN KEPENTINGAN

DIREKSI
BOARD OF DIRECTORS

Direksi merupakan organ perseroan yang bertanggung jawab penuh terhadap pelaksanaan pengelolaan perusahaan sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Dengan dibantu oleh organ pendukung yang dimiliki, Direksi berkewajiban untuk menerapkan prinsip-prinsip tata kelola perusahaan yang baik dalam kepengurusan kegiatan operasional Perseroan.

The Board of Directors is a company organ that is fully responsible for the implementation of company management in accordance with the Articles of Association and applicable laws and regulations. Assisted by its supporting organs, the Board of Directors is obliged to apply the principles of good corporate governance in the management of the Company's operational activities.

DASAR HUKUM

1. UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
2. Anggaran Dasar Perseroan terakhir yang dimuat dalam Akta No. 14 tanggal 9 April 2020 dibuat di hadapan Julius Purnawan, S.H., M.Si, Notaris Jakarta.

LEGAL BASIS

1. Law No. 40 of 2007 concerning Limited Liability Company;
2. Articles of Association of the Company, most recently set out in Deed No. 14 dated April 9, 2020, made before Julius Purnawan, S.H., M.Si., Notary in Jakarta.

PEDOMAN KERJA DIREKSI

Perseroan telah menyusun Pedoman yang mengatur akan tata cara, fungsi, tugas, wewenang, hak, kewajiban, tanggung jawab, rapat dan hal-hal lainnya terkait dengan pelaksanaan kegiatan pengurusan Pedoman kerja Direksi telah disahkan dalam Keputusan Bersama Dewan Komisaris dan Direksi tahun 2019.

Susunan Pedoman Kerja Direksi antara lain adalah sebagai berikut:

BAB I PENDAHULUAN
1. Latar Belakang;
2. Maksud dan Tujuan;
3. Landasan Hukum;
4. Ruang Lingkup;
5. Skema Pola Hubungan Kerja;
6. Daftar Istilah;
7. Sistematika Penyusunan.

BAB II POLA HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

BAB III DEWAN KOMISARIS
1. Prinsip Dasar;
2. Fungsi Dewan Komisaris dan Direksi;
3. Tugas, Wewenang, Kewajiban, Hak dan Tanggung Jawab Dewan Komisaris dan Direksi;
4. Standar Waktu Tingkat Kesegeraan Pengambilan Keputusan Dewan Komisaris;
5. Organ Pendukung Dewan Komisaris;
6. Penilaian Pencapaian Kinerja Dewan Komisaris dan Direksi.

WORK GUIDELINES FOR BOARD OF DIRECTORS

The Company has compiled Guidelines that regulates the procedures, functions, duties, authorities, rights, obligations, responsibilities, meetings, and others relating to the activity of the Company's management The work guidelines of the Board of Directors have been ratified in the Joint Decree of the Board of Commissioners and the Board of Directors in 2019.
The structure of Work Guidelines of Board of Directors is as follows:

CHAPTER I INTRODUCTION
1. Background;
2. Purposes and Objectives;
3. Legal Basis;
4. Scope;
5. Work Relation Scheme;
6. Glossary;
7. Structure of the Charter.

CHAPTER II WORK RELATION SCHEME OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

CHAPTER III BOARD OF COMMISSIONERS
1. Basic Principles;
2. Functions of Board of Commissioners and Board of Directors;
3. Roles, Authorities, Duties, Rights, and Responsibilities of Board of Commissioners and Board of Directors;
4. Standard Time on the Urgency Level for Decision Making Board of Commissioners;
5. Supporting Organs of the Board of Commissioners;
6. Performance Achievement Assessment of Board of Commissioners and Board of Directors.

BAB IV DIREKSI

1. Prinsip Dasar;
2. Fungsi Pengurusan Direksi atas Perseroan;
3. Tugas, Wewenang, Kewajiban, Hak dan Tanggung Jawab Direksi;
4. Standar Waktu Tingkat Kesegeraan Pengambilan Keputusan Direksi;
5. Organ Pendukung Direksi;
6. Penetapan Kebijakan Direksi.

BAB V LARANGAN DAN ETIKA JABATAN DEWAN KOMISARIS DAN DIREKSI

1. Larangan Jabatan;
2. Etika Jabatan.

BAB VI PELAKSANAAN RAPAT DEWAN KOMISARIS DAN RAPAT DIREKSI

1. Prinsip Dasar;
2. Pelaksanaan Rapat;
3. Kuorum Rapat dan Keabsahan Kehadiran;
4. Pembahasan Masalah dan Pengambilan Keputusan;
5. Penyelesaian Risalah Rapat.

BAB VII RAPAT UMUM PEMEGANG SAHAM (RUPS)

1. Rapat Umum Pemegang Saham (RUPS);
2. Rapat Umum Pemegang Saham Tahunan;
3. Rapat Umum Pemegang Saham Luar Biasa;
4. Tempat dan Pemanggilan Rapat Umum Pemegang Saham;
5. Kuorum, Hak Suara dan Keputusan;
6. Penggunaan Laba;
7. Penggunaan Dana Cadangan;
8. Perubahan Anggaran Dasar;
9. Penggabungan, Peleburan, Pengambilalihan, Pemisahan dan Perubahan Bentuk Badan Hukum;
10. Pembubaran dan Likuidasi.

BAB VIII PROGRAM PENGENALAN DAN PELATIHAN BAGI DEWAN KOMISARIS DAN DIREKSI

1. Prinsip Dasar;
2. Tujuan Pelaksanaan;
3. Pelaksanaan Program Pengenalan;
4. Pelaksanaan Program Pelatihan.

BAB IX FUNGSI *CHECK AND BALANCES*

1. Prinsip Dasar;
2. Tujuan Pelaksanaan *Check and* Balances;
3. Aspek dan fungsi *Check and Balances.*

CHAPTER IV BOARD OF DIRECTORS

1. Basic Principles;
2. Functions of Board of Directors in the Company;
3. Roles, Authorities, Duties, Rights, and Responsibilities of Board of Directors;
4. Standard Time on the Urgency Level for Decision Making by the Board of Directors;
5. Supporting Organs of the Board of Directors;
6. Determination of the Board of Directors' Policies.

CHAPTER V PROHIBITION AND POSITIONAL ETHICS OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

1. Prohibition of Position;
2. Ethics of Position.

CHAPTER VI EXECUTION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETING

1. Basic Principles;
2. Execution of Meeting;
3. Meeting Quorum and Legality of Presence;
4. Discussion of Issues and Decision Making;
5. Finalization of Minutes of Meeting.

CHAPTER VII GENERAL MEETING OF SHAREHOLDERS

1. General Meeting of Shareholders (GMS)
2. Annual General Meeting of Shareholders
3. Extraordinary General Meeting of Shareholders
4. Place and Invitation of General Meeting of Shareholders
5. Quorum, Rights to Vote, and Decision
6. Profit Utilization;
7. Reserve Fund Utilization;
8. Amendment to Articles of Association;
9. Merger, Consolidation, Take Over, Separation, and Changes in Legal Entity Status;
10. Liquidation.

CHAPTER VIII ORIENTATION AND TRAINING PROGRAM FOR BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

1. Basic Principles;
2. Objectives of Execution;
3. Execution of Orientation Program;
4. Execution of Training Program.

CHAPTER IX CHECK AND BALANCES FUNCTION

1. Basic Principles;
2. Objectives of Check and Balances Execution;
3. Aspects and Functions of Check and Balances.

PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Pemilihan, pengangkatan dan pemberhentian anggota Direksi merupakan hak dan wewenang Pemegang Saham dan dilaksanakan menurut cara-cara berdasarkan peraturan perundang-undangan, anggaran dasar Perseroan dan prinsip-prinsip GCG. Pengangkatan keanggotaan Direksi dikukuhkan melalui Perjanjian Penunjukan (Kontrak Manajemen) yang ditandatangani oleh yang bersangkutan dan Menteri BUMN.

APPOINTMENT AND DISMISSAL OF DIRECTORS

The selection, appointment and dismissal of members of the Board of Directors are the rights and authorities of the Shareholders and are carried out in accordance with the laws and regulations, the articles of association of the Company and the principles of GCG. The appointment of the members of the Board of Directors is confirmed through an Appointment Agreement (Management Contract) signed by the person concerned and the Minister of SOEs.

JUMLAH DAN KOMPOSISI DIREKSI

Pada tahun 2020, Jasa Raharja tidak melakukan perubahan komposisi maupun mengangkat atau memberhentikan keanggotaan Direksi sehingga susunan dan komposisi pada 31 Desember 2020 sebagai berikut:

NUMBER AND COMPOSITION OF DIRECTORS

In 2020, Jasa Raharja did not change the composition or appoint or dismiss any members of the Board of Directors. Therefore, the composition of the Board of Directors as of December 31, 2020 is as follows:

No.	Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Periode Masa Jabatan Tenure
1	Budi Raharjo Slamet	Direktur Utama President Director	Keputusan Menteri BUMN No. SK-20/MBU/01/2018 SOE Minister Decree No. SK-20/MBU/01/2018	2018-2023
2	Amos Sampetoding	Direktur Operasional Director of Operations	Keputusan Menteri BUMN No. SK-226/MBU/08/2018 SOE Minister Decree No. SK-226/MBU/08/2018	2018-2023
3	Myland	Direktur Keuangan Director of Finance	Keputusan Menteri BUMN No. SK-20/MBU/01/2018 SOE Minister Decree No. SK-20/MBU/01/2018	2018-2023
4	M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	Keputusan Menteri BUMN No. SK-20/MBU/01/2018 SOE Minister Decree No. SK-20/MBU/01/2018	2018-2023
5	Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	Keputusan Menteri BUMN No. SK-226/MBU/08/2018 SOE Minister Decree No. SK-226/MBU/08/2018	2018-2023

TUGAS DAN TANGGUNG JAWAB

Tugas Direksi

Dalam pelaksanaan kegiatan kepengurusan Perseroan Direksi memiliki tugas antara lain:

1. Menetapkan visi, misi, budaya dan strategi Perseroan.
2. Menyelenggarakan program pengenalan bagi anggota Direksi yang baru dan menyelenggarakan program pelatihan/pembelajaran dalam rangka meningkatkan kompetensi anggota Direksi secara berkelanjutan yang direalisasikan sesuai RKAP.
3. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan mengenai tata kelola Perusahaan, terutama yang berkaitan dengan

DUTIES AND RESPONSIBILITIES

Board of Directors Duties

In carrying out the Company's management duties, the Board of Directors has the following duties:

1. To define vision, mission, culture, and strategy of the Company.
2. To organize orientation program for new members of the Board of Directors and training/education program to improve the competency of the members continuously in accordance to Work Plan and Budget (RKAP).
3. To implement and evaluate the Company's policies regarding Corporate governance consistently and continuously, especially those relating to assessing and reviewing GCG

Melakukan pengukuran terhadap penerapan GCG dan *review* secara berkala dengan menggunakan indikator/parameter yang ditetapkan oleh Sekretaris Kementerian BUMN dalam bentuk:

a. Penilaian *assessment* yaitu program untuk mengidentifikasi dan mengukur pelaksanaan dan penerapan GCG di Perseroan. Penilaian (*assessment*) dilaksanakan oleh Penilai (*assessor*) independen secara berkala setiap 2 (dua) tahun yang ditunjuk oleh Dewan Komisaris melalui proses sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses penunjukannya.
b. Evaluasi (*review*) yaitu program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan GCG di Perseroan yang dilakukan oleh Satuan Pengawasan Intern pada tahun berikutnya setelah penilaian *assessment*.
c. Dalam hal evaluasi (*self assessment*) dilakukan dengan bantuan penilai independen atau menggunakan jasa Instansi Pemerintah yang berkompeten di bidang GCG, maka penilai independen atau Instansi Pemerintah tidak dapat menjadi penilai pada tahun berikutnya.
d. Penilaian IPK mengenai pelaksanaan GCG yang dituangkan dalam Kontrak Manajemen, berupa kualitas penerapan GCG (skor penilaian GCG) dan pelaksanaan unsur-unsur GCG antara lain penerapan manajemen risiko, pengendalian intern, teknologi informasi dan pedoman perilaku.
e. Penandatanganan komitmen oleh seluruh anggota Dewan Komisaris dan anggota Direksi untuk mematuhi pedoman perilaku serta penandatanganan kepatuhan secara berkala oleh seluruh pegawai terhadap pedoman perilaku.
f. Hasil penilaian dan evaluasi dicantumkan dalam laporan tahunan Perseroan.

4. Menghindari terjadinya penyimpangan penerapan prinsip-prinsip GCG sesuai pedoman GCG pada BUMN, pedoman umum GCG Indonesia dan standar-standar praktik dan ketentuan lainnya.
5. Menghindari terjadinya penyimpangan terhadap penerapan GCG yang berakibat diberikannya *punishment* berupa pengurangan nilai GCG, diantaranya adalah:
   a. Perkara penting berindikasi tindak pidana korupsi yang dihadapi anggota Direksi dan Dewan Komisaris.
   b. Pembekuan produk utama Perseroan atau mengalami kondisi yang berpotensi mengakibatkan pembekuan produk utama Perseroan.
   c. Pencemaran lingkungan oleh Perseroan yang menyebabkan kematian, menimbulkan kerusakan yang sangat serius pada lingkungan sekitar dan masyarakat serta kerugian finansial yang sangat besar.
   d. Adanya permohonan pailit atau permohonan penundaan kewajiban pembayaran utang, baik yang dilakukan oleh Perseroan maupun oleh kreditur atau oleh instansi yang berwenang.
   e. Penyimpangan prinsip-prinsip GCG lainnya.

implementation periodically using indicators/ parameters set by the Secretary of the Ministry of SOEs in the form of:

a. Assessment is a program to identify and measure the execution and implementation of GCG in the Company. The assessment is conducted by an independent Assessor periodically every 2 (two) years appointed by the Board of Commissioners through a process in accordance with the provisions of goods and services procurement, and if necessary, the Board of Directors may assist in the appointment process.
b. Evaluation (review) is a program to describe the follow-ups of GCG execution and implementation in the Company conducted by Internal Audit Unit in the following year after the assessment.
c. If self-assessment is conducted with the help of an independent assessor or using the services of a Government Agency that is competent in the GCG field, the independent assessor or the Government Agency shall not be appointed as an assessor in the following year.
d. GCG Achievement Indicator as outlined in the Management Contract is the quality of GCG implementation (GCG assessment score) and other GCG elements such as risk management, internal control, information technology and code of conduct.
e. Signing of commitments by all the Board of Commissioners and members of the Board of Directors to comply with the code of conduct and signing of compliance towards the code of conduct periodically.
f. The results of assessment and evaluation are included in the Company's annual report.

4. To avoid deviations in the implementation of GCG principles in accordance with SOE GCG guidelines, Indonesia's GCG general guidelines and other practices as well as provisions standards.
5. To avoid deviations of the GCG implementations that results in punishment in the form of deduction of GCG score, including:
   a. Important cases that indicate criminal acts of corruption faced by members of the Board of Directors and the Board of Commissioners.
   b. Freezing of the Company main products or experiencing conditions that could potentially result in the suspension of the Company main products.
   c. Environmental pollution by the Company which causes death or very serious damage to the surrounding environment and the community and enormous financial losses.
   d. The existence of bankruptcy applications or requests for postponement of debt repayment obligations, those performed by the Company and by creditors or by the authorized agency.
   e. Other GCG deviations.

6. Melakukan koordinasi pengelolaan dan administrasi Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) dan melaksanakan kebijakan/SPO tentang pengelolaan terhadap kepatuhan dan penyampaian LHKPN.
7. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan mengenai program pengendalian gratifikasi.
8. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan mengenai sistem pelaporan atas dugaan penyimpangan pada Perseroan (*whistleblowing system*).
9. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang pengembangan karier, terutama yang berkaitan dengan:
   a. Pelaksanaan sistem manajemen karier serta pelaksanaan sistem promosi, mutasi dan demosi di Perseroan pada jabatan dalam struktur organisasi Perseroan.
   b. Pelaksanaan penempatan pegawai pada setiap level dalam organisasi Perseroan sesuai dengan spesifikasi jabatan dan dilakukan secara objektif dan transparan.
   c. Pelaksanaan seleksi untuk suksesi/promosi pejabat satu level di bawah Direksi melalui *assessment*. Rencana promosi dan mutasi tersebut disampaikan kepada Dewan Komisaris untuk mendapatkan arahan.
   d. Membuat *database (list)* tentang pegawai yang memiliki *skill* dan kompetensi serta pengalaman yang cukup.
10. Memberikan respon terhadap usulan peluang bisnis yang berpotensi meningkatkan pendapatan Perseroan, penghematan Perseroan, pendayagunaan aset dan manfaat lainnya dalam lingkup kewenangan Direksi dengan melakukan identifikasi hal-hal yang memberikan peluang bisnis dan mengambil keputusan (setuju atau tidak setuju) atas usulan tersebut.
11. Melaksanakan program/kegiatan Perseroan sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) dengan memperhatikan:
    a. Setiap program/kegiatan yang membutuhkan persetujuan Dewan Komisaris telah melalui mekanisme yang sesuai dengan anggaran dasar Perseroan atau sesuai dengan wewenang yang ditetapkan dalam anggaran dasar Perseroan.
    b. Setiap program/kegiatan yang membutuhkan investasi dan hutang dalam jumlah signifikan telah diputuskan melalui analisis yang memadai berdasarkan informasi yang cukup, kajian/studi kelayakan, analisis risiko serta menetapkan tindakan pengendalian untuk mencegah terjadinya risiko tersebut.
12. Mengupayakan tercapainya sasaran kinerja Perseroan sesuai dengan *shareholders aspiration* yang digunakan sebagai dasar penilaian kontrak manajemen yang ditetapkan dalam RUPS pengesahan RKAP.
13. Menetapkan target kinerja berdasarkan RKAP untuk jabatan struktural secara berjenjang sesuai dengan kapasitas peran dan potensi tugas unit dan jabatan struktural dilengkapi dengan kontrak kinerja setiap unit/jabatan.

6. To coordinate the management and administration of the State Officials Assets Report (LHKPN) and implementing policies/SPO on management of compliance and submission of LHKPN.
7. To consistently and continuously implement and conduct evaluations of the Company's policies regarding gratification control program.
8. To consistently and continuously apply and evaluate the Company's policies regarding the reporting system for alleged deviations in the Company (whistleblowing system).
9. To consistently and continuously apply and evaluate the Company's policies regarding career development, especially those relating to:
   a. Implementation of career management system and promotion, transfer and demotion system at the Company in positions within the Company's organizational structure.
   b. Implementation of employee placements at each level in the Company's organization in accordance with job specifications and conducted objectively and transparently.
   c. Implementation of selection for official successor/promotion of one level below the Board of Directors through assessment. The promotion plan and transfer are submitted to the Board of Commissioners for guidance.
   d. Creation of database (list) about employees who have the skills and competencies as well as sufficient experience.
10. To provide responses to proposed business opportunities that have the potential to increase the Company's revenue, savings, asset utilization and other benefits within the scope of the Board of Directors' authorities by identifying matters that provide business opportunities and make decisions (agree or disagree) on the proposal.
11. To implement the Company's programs/activities in accordance with the Company's Work Plan and Budget (RKAP) by paying attention to:
    a. Every program/activity that requires approval of the Board of Commissioners has gone through a mechanism that is in accordance with the Articles of Association of the Company or in accordance with the authority stipulated in the Articles of Association of the Company.
    b. Every program/activity that requires a significant amount of investment and debt has been decided through adequate analysis based on sufficient information, studies/feasibility studies, risk analysis, and establishing control measures to prevent such risks from occurring.
12. To achieve the Company's performance targets in accordance with the shareholder's aspirations which are used as the basis for evaluating management contracts stipulated in the GMS for the Company's Work Plan and Budget approval.
13. To define performance targets based on the Company's Work Plan and Budget for structural positions in stages according to the role capacity and potential tasks of the structural units and positions equipped with performance contracts for each unit/position.

14. Melaksanakan analisis dan evaluasi terhadap perkembangan capaian kinerja untuk unit/jabatan (struktural) di dalam organisasi secara berkala, tepat waktu dan berjenjang serta melakukan pembahasan dengan unit/jabatan yang tidak/belum mencapai kinerja sesuai target yang ditetapkan.
15. Melaksanakan penilaian kinerja (*performance appraisal*) bagi pegawai secara konsisten sesuai dengan indikator kinerja individu dan target yang ditetapkan. Hasil penilaian kinerja dimanfaatkan untuk pengembangan pegawai.
16. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang sistem teknologi informasi, terutama yang berkaitan dengan:
    a. *Information Technology Master Plan* (ITMP) yang ditetapkan sebagai pedoman dalam pengembangan teknologi informasi.
    b. *Information Technology Detail Plan* (ITDP) yang ditetapkan sebagai penjabaran lebih lanjut dari ITMP yang digunakan sebagai acuan pelaksanaan atas perencanaan tahunan sesuai ITMP.
    c. Arsitektur sistem informasi yang telah didesain sampai dengan level data dan sistem keamanannya.
    d. Arah penggunaan dan pengadaan teknologi informasi yang digunakan telah direncanakan dengan memperkirakan *trend* perkembangan teknologi.
    e. Pengelolaan data, prosedur pengelolaan data dan pelaporan teknologi informasi.
    f. Penunjang penerapan teknologi informasi mencakup sumber daya manusia, struktur organisasi pengelolaan dan tingkat layanan yang diberikan teknologi informasi.
    g. Pelaksanaan dan tindak lanjut hasil audit atas implementasi teknologi informasi.
    h. Pelaporan kinerja teknologi informasi kepada Dewan Komisaris secara berkala termasuk hasil audit teknologi informasi.
17. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang sistem peningkatan mutu produk dan pelayanan, terutama yang berkaitan dengan:
    a. SOP Layanan Pelanggan dan Standar Pelayanan Minimal (SPM).
    b. Efektivitas Pengendalian mutu.
    c. Perolehan sertifikasi atas kebijakan mutu.
18. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang sistem pengadaan barang dan jasa Perseroan, terutama yang berkaitan dengan:
    a. Perencanaan pengadaan barang dan jasa secara optimal berdasarkan perhitungan kebutuhan Perseroan.
    b. Pelaksanaan prinsip-prinsip efisien, efektif, kompetitif, transparan, adil dan wajar, akuntabel dan hak-hak kewajiban pemasok dalam kebijakan pengadaan barang dan jasa.
    c. Penentuan Harga Perkiraan Sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan. Nilai total HPS terbuka dan tidak bersifat rahasia.

14. To conduct analysis and evaluation of the performance progress for units/positions (structural) in the organization periodically, timely and gradually and conduct discussions with units/positions that do not/have not achieved performance according to the targets set.
15. To conduct performance appraisal for employees consistently in accordance with individual performance indicators and set targets. The results of performance appraisal are utilized for employee development.
16. To consistently and continuously implement and conduct evaluations of the Company's policies regarding information technology systems, especially those relating to:
    a. Information Technology Master Plan (ITMP), which is set as a guideline in the development of information technology.
    b. Information Technology Detail Plan (ITDP), which is stipulated as a further elaboration of ITMP which is used as a reference for implementation of annual planning in accordance with ITMP.
    c. Information system architecture that has been designed up to the data level and security system.
    d. The direction of use and procurement of information technology used has been planned by estimating the trend of technological developments.
    e. Data management, data management procedures and reporting of information technology.
    f. Support of information technology application including human resources, management organizational structures and service levels provided by information technology.
    g. Implementation and follow-up of audit results on information technology implementation.
    h. Periodic reporting of information technology performance to the Board of Commissioners, including the results of information technology audits.
17. To consistently and continuously apply and evaluate the Company's policies regarding product and service quality improvement systems, especially those relating to:
    a. Customer Service SOP and Minimum Service Standards (SPM)
    b. Effectiveness of quality control.
    c. Obtaining certification of quality policy
18. To consistently and continuously implement and evaluate the Company's policies regarding goods and services procurement, especially those relating to:
    a. Goods and services procurement planning that is optimally based on the calculation of the Company's needs.
    b. Implementation of the principles of efficient, effective, competitive, transparent, fair and just, accountable, and the supplier's rights in the policy of procurement of goods and services.
    c. Definition of Owner Estimates (HPS) that are calculated skillfully and based on data that can be accounted for. The total value of the HPS is open and not confidential.

d. Temuan-temuan audit baik oleh audit internal maupun audit eksternal mengenai pengadaan barang dan jasa yang merugikan Perseroan.
e. Harga maupun kualitas barang dan jasa yang memberikan keuntungan bagi Perseroan.

19. Mengembangkan Sumber Daya Manusia (SDM), menilai kinerja dan memberikan remunerasi yang layak dan membangun lingkungan SDM yang efektif mendukung pencapaian Perseroan dengan:
    a. Kebijakan/program pendidikan dan pelatihan untuk memberikan peningkatan *knowledge*, *skill* dan *ability* yang dapat digunakan meningkatkan efektifitas kinerja pegawai dan kebijakan evaluasi kinerja pasca pendidikan dan pelatihan untuk mengukur hasil-hasil pendidikan dan pelatihan. Perseroan melaksanakan kebijakan/program pendidikan dan pelatihan sesuai rencana kerja dengan memberikan kesempatan yang sama untuk seluruh pegawai mengikuti pendidikan dan pelatihan.
    b. Kebijakan/program pengembangan SDM melalui *training*, *coaching* dan *assignment*. Dalam program ini terdapat evaluasi kriteria dan indikator untuk mengukur pencapaian target keberhasilan program.
    c. Kebijakan/program perlindungan keselamatan dan kesehatan pekerja antara lain: keselamatan kerja, manajemen K3, sertifikasi K3, fasilitas kesehatan di lingkungan kerja, asuransi kesehatan terhadap pekerja beserta keluarganya dan informasi mengenai adanya tingkat bahaya tertentu bagi pekerja.
    d. Kebijakan sistem penilaian kinerja bagi pegawai. Kebijakan ini diterapkan dengan konsisten sesuai dengan indikator kinerja individu dan target yang ditetapkan, di mana hasil penilaian *performance appraisal* dimanfaatkan untuk pengembangan pegawai.
    e. Kebijakan remunerasi dan kesejahteraan yang mengatur antara lain:
        i) Skema remunerasi bagi pegawai sesuai peraturan perundang-undangan yang bersifat adil secara internal, kompetitif secara eksternal dan motivatif.
        ii) Pemenuhan hak-hak kesejahteraan pegawai sesuai dengan peraturan perundang-undangan seperti kesertaan pada program jaminan sosial tenaga kerja, program pensiun dan program kesehatan.
        iii) Indikator evaluasi, ditinjau secara komprehensif dan disempurnakan secara berkala.
    f. Kebijakan *reward* dan *punishment* atas penerapan pedoman perilaku dan disiplin dilaksanakan secara konsisten sesuai dengan kebijakan yang ditetapkan.
    g. Kebijakan mengenai keterbukaan informasi yang berkaitan dengan perencanaan Perseroan yang dapat berpengaruh signifikan bagi pegawai. Perseroan menyediakan media komunikasi atau sistem informasi yang menyediakan kebijakan Perseroan serta dapat diakses oleh seluruh pegawai.
20. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perusahaan tentang akuntansi dan penyusunan laporan keuangan (triwulanan dan tahunan) sesuai dengan Pernyataan Standar Akuntansi

d. Audit findings both by internal audit and external audit regarding the procurement of goods and services that cause loss to the Company.
e. Prices and quality of goods and services that provide benefits for the Company.

19. To develop Human Resources (HR), assess performance and provide decent remuneration and to build an HR environment that effectively supports the Company's achievements through:
    a. Education/training policies/programs to provide increased knowledge, skills and abilities that can be used to improve the effectiveness of employee performance and post-education and training performance evaluation policies to measure the results of education and training. The Company implements education and training policies/programs according to work plans by providing equal opportunities for all employees to attend education and training.
    b. HR development policies/programs through training, coaching and assignment. In this program there are evaluations of criteria and indicators to measure the achievement of the program's success targets.
    c. Policies/programs of employees' health and safety protection including work safety, HSE management, HSE certification, health facilities at the workplace, health insurance for employees and their families and information about certain levels of danger for employees.
    d. Performance appraisal system policy for employees. This policy is applied consistently in accordance with individual performance indicators and set targets, where the results of performance appraisal assessments are utilized for employee development.
    e. Remuneration and welfare policies that govern:
        i) Remuneration scheme for employees in accordance with laws and regulations that are internally fair, externally competitive and motivating.
        ii) Fulfillment of employee welfare rights in accordance with laws and regulations such as participation in workforce social security programs, pension programs and health programs.
        iii) Evaluation indicators that are reviewed comprehensively and periodically refined.
    f. Reward and punishment policies for the implementation of code of conducts and disciplinary guidelines are executed consistently in accordance with established policies.
    g. Policy regarding information disclosure related to the Company's planning that can have a significant effect on employees. The Company provides communication media or information systems that provide the Company's policies and can be accessed by all employees.
20. To consistently and continuously apply and evaluate the Company's policies regarding accounting and preparation of financial statements (quarterly and annually) in accordance with the Statements of Financial Accounting Standards (PSAK)

Keuangan (PSAK) yang berlaku umum di Indonesia, sehingga tidak ada penyesuaian dan temuan auditor atas pengakuan, pengukuran dan pencatatan serta pembukuan transaksi dan pengungkapan kebijakan akuntansi.

21. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang manajemen risiko Perseroan, mencakup:
    a. Kerangka, tahapan pelaksanaan manajemen risiko, pelaporan risiko dan penanganannya.
    b. Identifikasi dan penanganan risiko pada proses bisnis.
22. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap kebijakan Perseroan tentang Sistem Pengendalian Intern Perseroan untuk mengamankan investasi dan aset Perseroan serta melakukan evaluasi secara berkelanjutan, mencakup:
    a. Kerangka pengendalian intern antara lain dengan pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi serta pemantauan, pelaksanaan dan pelaporannya.
    b. Pemberian sertifikasi terhadap laporan keuangan tahunan sebagai tanggung jawab Direksi atas penyusunan dan penyajian laporan keuangan Perseroan disertai informasi yang lengkap dan benar sesuai dengan prinsip akuntansi yang berlaku umum.
    c. Pelaksanaan evaluasi/penilaian atas efektivitas pengendalian intern pada tingkat entitas dan pada tingkat operasional/aktivitas.
    d. Penerbitan internal *control report* sebagai suatu pernyataan tanggung jawab manajemen untuk menetapkan dan memelihara struktur pengendalian intern dan prosedur pelaporan yang memadai serta suatu penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku Perseroan.
    e. Menetapkan program kerja Pengawasan Tahunan (PKPT)/Rencana Kerja Audit Tahunan (PKAT) dengan menggunakan pendekatan risiko (*risk based auditing*).
    f. Menetapkan piagam pengawasan (*internal audit charter*), pedoman audit, mekanisme kerja dan supervisi dalam organisasi Satuan Pengawasan Intern yang ditinjau dan dimutakhirkan sesuai kebutuhan.
23. Menindaklanjuti hasil pemeriksaan Satuan Pengawasan Intern dan auditor eksternal (KAP dan BPK) serta melakukan *Monitoring* tingkat penyelesaian (*progress*) pelaksanaan tindak lanjut dari rekomendasi Satuan Pengawasan Intern dan auditor eksternal pada tahun yang bersangkutan. Hasil tindak lanjut disampaikan kepada Dewan Komisaris.
24. Menerapkan dan melakukan evaluasi secara konsisten dan berkelanjutan terhadap mekanisme dan fungsi yang:
    a. Mengendalikan dan memastikan kebijakan, keputusan Perseroan dan seluruh kegiatan Perseroan sesuai dengan ketentuan hukum, peraturan perundang-undangan dan anggaran dasar Perseroan.
    b. Memantau dan menjaga kepatuhan Perseroan terhadap seluruh perjanjian dan komitmen yang dibuat oleh Perseroan dengan pihak ke tiga.

that is generally accepted in Indonesia, so that there are no adjustments and findings of auditors on recognition, measurement and recording and bookkeeping of transactions and disclosure of accounting policies.

21. To consistently and continuously implement and conduct evaluations of the Company's policies regarding Company risk management, including:
    a. Framework, stages of implementation of risk management, risk reporting and handling.
    b. Identification and handling of risks in business processes.
22. To consistently and continuously implement and conduct evaluations of the Company's policies regarding the Company's Internal Control System to secure its investments and assets and conduct ongoing evaluations, including:
    a. Internal control framework, among others, by the approach of control environment elements, risk management, control activities, information and communication systems as well as monitoring, implementation and reporting.
    b. Provision of certification for annual financial reports as the responsibility of the Board of Directors for the preparation and presentation of the Company's financial statements with complete and correct information in accordance with the generally accepted accounting principles.
    c. Evaluation/assessment of the effectiveness of internal control at the entity level and at the operational/activity level.
    d. Issuance of internal control report as a statement of the management's responsibility to establish and maintain internal control structure and adequate reporting procedures as well as assessment of the effectiveness of the internal control structure and financial reporting procedures at the end of the Company's fiscal year.
    e. Establishment of an Annual Supervision (PKPT)/annual Audit Work Plan (PKAT) work program using risk approach (risk-based auditing).
    f. Establish supervision charter (internal audit charter), audit guidelines, work mechanism and supervision in the Internal Audit Unit that is reviewed and updated as required.
23. Follow up on the results of the Internal Audit Unit and external auditors (KAP and BPK) and to monitor the progress of the follow-up implementation of the recommendations from Internal Audit Unit and external auditors of the year in question. The results of the followup are submitted to the Board of Commissioners.
24. To consistently and continuously implement and conduct evaluations of mechanisms and functions that:
    a. Control and ensure the Company's policies, decisions and all of the Company's activities in accordance with the provisions of the law, legislation and Articles of Association of the Company.
    b. Monitor and maintain the Company's compliance with all agreements and commitments made by the Company with third parties.

25. Menjalankan peraturan perundang-undangan dan perjanjian dengan pihak ketiga, mencakup:
    a. Kajian hukum (*legal opinion*) atas rencana tindakan dan permasalahan yang terjadi terkait dengan kesesuaian hukum dan ketentuan yang ada.
    b. Kegiatan evaluasi kajian risiko dan legal (*risk and legal review*) atas rencana inisiatif bisnis, kebijakan dan rencana kerja sama yang akan dilakukan oleh Perseroan.
    c. Kegiatan/upaya-upaya penyelesaian kasus litigasi dan non litigasi.
    d. Tingkat kepatuhan Perseroan terhadap peraturan perundang-undangan dan perjanjian dengan pihak ketiga.
26. Melakukan tanggung jawab sosial Perusahaan dan lingkungan serta memperhatikan kepentingan berbagai pihak (Pemangku Kepentingan), dengan:
    a. Mengantisipasi dampak negatif terhadap masyarakat yang ditimbulkan oleh produk, pelayanan, dan proses operasional dari Perseroan.
    b. Menyiapkan dan menerapkan SPO yang memastikan aset dan lokasi usaha serta fasilitas Perseroan lainnya memenuhi peraturan perundang-undangan, pelestarian lingkungan, kesehatan dan keselamatan kerja.
    c. Menyusun dan melaksanakan program kerja penanganan keadaan darurat yang disosialisasikan kepada seluruh pegawai.
    d. Menyiapkan infrastruktur baik sebagai *early warning system* maupun pelaksanaan program keadaan darurat.
    e. Mendukung dan memperkuat pengembangan masyarakat melalui program bina lingkungan dan program lainnya sesuai rencana kerja. Rencana kerja tersebut dianggarkan dalam RKAP dan bukan sebagai distribusi laba.
    f. Memiliki ukuran-ukuran atau indikator kinerja kunci yang berkaitan dengan CSR dengan melakukan evaluasi atas pencapaian indikator keberhasilan dengan target-targetnya.
    g. Mempunyai kewajiban dan tanggung jawab secara hukum, sosial, moral serta etika untuk menghormati kepentingan masyarakat sekitar mengingat keberhasilan Perseroan tidak dapat dilepaskan dari hubungan yang harmonis, dinamis dan saling menguntungkan dengan masyarakat.
27. Menerapkan kebijakan Perseroan mengenai penundaan transaksi bisnis yang terindikasi penyimpangan dan/atau kecurangan di lingkungan PT Jasa Raharja. Dalam kebijakan tersebut mengatur aktivitas pengendalian antara lain mencakup:
    a. Menunda transaksi bisnis yang menyebabkan kerugian bagi Perseroan paling lama 30 (tiga puluh) hari kerja terhitung sejak diketahui terdapat indikasi adanya penyimpangan dan/atau kecurangan. Penundaan transaksi bisnis dicatat di dalam suatu berita acara penundaan transaksi.

25. To implement laws and agreements with third parties, including:
    a. Legal opinion on planned actions and problems that occur related to the suitability of the law and the existing provisions.
    b. Risk and legal review of business initiative plans, policies and plans for cooperation to be carried out by the Company.
    c. Activities/efforts to resolve litigation and nonlitigation cases.
    d. The level of Company's compliance with laws and regulations and agreements with third parties.
26. To perform corporate and environmental social responsibility and pay attention to the interests of various parties (Stakeholders), by:
    a. Anticipating negative impacts on the community caused by products, services and operational processes of the Company.
    b. Preparing and implementing SPO that ensures assets and business locations and other Company facilities comply with laws and regulations, environmental preservation, health and safety.
    c. Arranging and implementing an emergency handling work program that is disseminated to all employees.
    d. Preparing infrastructure both as an early warning system and emergency programs execution.
    e. Supporting and strengthening community development through community development programs and other programs according to work plans. The work plan is budgeted in the Company's Work Plan and Budget and not as a profit distribution.
    f. Owning key performance indicators or measures related to CSR by evaluating the achievement of success indicators with their targets.
    g. Performing legal, social, moral and ethical obligations and responsibilities to respect the interests of the surrounding community by considering that the success of the Company cannot be separated from harmonious, dynamic and mutually beneficial relationships with the community.
27. To implement company policy regarding postponing business transactions that indicates deviations and/or fraud in the environment of PT Jasa Raharja. In this policy, the governing control activities include:
    a. Postponing business transactions that cause losses to the Company no later than 30 (thirty) working days from the date of the indication that there are indications of deviations and/or fraud. Postponement of business transactions are recorded in an official report on the postponement of the transaction.

b. Melaporkan penundaan transaksi bisnis kepada Dewan Komisaris dengan melampirkan berita acara penundaan transaksi bisnis dalam waktu paling lama 3 (tiga) hari kerja terhitung sejak waktu penundaan transaksi bisnis dilakukan.
c. Menghentikan atau melanjutkan kerja sama dengan mitra bisnis, apabila penundaan transaksi telah dilakukan sampai dengan hari kerja ketiga puluh.
d. Dapat meminta bantuan Badan Pengawasan Keuangan dan Pembangunan (BPKP) atau pihak independen yang berkompeten untuk melakukan memastikan terlebih dahulu terhadap transaksi bisnis yang terindikasi penyimpangan dan/atau kecurangan.

28. Meningkatkan akuntabilitas pengelolaan keuangan Perseroan dalam rangka menumbuhkan kepercayaan masyarakat kepada PT Jasa Raharja dengan cara:
    a. Menerapkan akuntabilitas dalam kegiatan perencanaan keuangan Perseroan, dilaksanakan berdasarkan pada prinsip orientasi hasil, terukur, optimis namun dapat dicapai dan direalisasikan dengan batas waktu yang jelas.
    b. Menerapkan akuntabilitas dalam kegiatan pengelolaan dan *monitoring* keuangan Perseroan, dilaksanakan berdasarkan pada prinsip kemandirian, standar kinerja, efektif, transparan dan pengelolaan Perseroan yang sehat.
    c. Menerapkan akuntabilitas dalam kegiatan pelaporan pengelolaan keuangan Perseroan, dilaksanakan berdasarkan pada prinsip transparan, komprehensif, proporsional, dapat dipertanggungjawabkan, jujur dan sesuai dengan peraturan perundang-undangan.
29. Menerapkan kebijakan Perseroan mengenai pengelolaan sistem pelayanan publik yang berkualitas, dengan menyusun, menetapkan, mempublikasikan standar pelayanan kepada publik serta membantu peserta dalam memahami hak dan tanggung jawabnya.
30. Menerapkan kebijakan Perseroan dalam mewujudkan perusahaan yang tangguh, profesional dan tahan goncangan/godaan, unggul dengan mengutamakan sistem, mutu dan inovasi serta bermartabat, bersih dari segala bentuk penyimpangan dan kecurangan termasuk korupsi.
31. Menyusun perencanaan pendapatan yang akan diterima Perseroan dalam satu tahun (*revenue budgeting*) sebagai informasi dasar yang akan digunakan dalam penyusunan perencanaan alokasi dana untuk tujuan investasi jangka panjang (*capital budgeting*) maupun penyusunan perencanaan biaya yang akan dikeluarkan (*cost budgeting*).
32. Mematuhi dan memenuhi kewajiban terkait dengan perpajakan yang telah ditetapkan pemerintah. Kewajiban tersebut juga mencakup pemenuhan pelaporan pembayaran dan pemberitahuan kepada otoritas pajak. Perseroan dalam melaksanakan perhitungan pajak dapat menunjuk Konsultan Pajak yang independen.

b. Reporting business transactions postponement to the Board of Commissioners by attaching the business transactions postponement report within a maximum of 3 (three) working days from the time the business transaction is postponed.
c. Stopping or continuing cooperation with business partners, if the transaction has been postponed up to the thirtieth working day.
d. Requesting the assistance of the Financial and Development Supervisory Agency (BPKP) or competent independent parties to ensure the irregular- and/or fraud.

28. To improve the accountability of the Company's financial management to foster public trust in PT Jasa Raharja by:
    a. Implementing accountability in the Company's financial planning activities, carried out based on the principle of result-oriented, measurable, optimistic, but realistic and realized within a clear deadline.
    b. Implementing accountability in the management and monitoring of the Company's finances, performed based on the principles of independence, performance standards, effective, transparent and healthy management of the Company.
    c. Implementing accountability in the Company's financial management reporting activities, performed based on the principles of transparent, comprehensive, proportional, accountable, honest and in accordance with the laws and regulations.
29. To implement the Company's policies regarding the management of quality public service systems, by compiling, stipulating, publicizing service standards to the public and helping participants to understand their rights and responsibilities.
30. To implement the Company's policies in the realization of a strong, professional and shock/temptation-resistant company, excels by prioritizing the system, quality and innovation and promoting dignity, clean from all forms of deviations and fraud including corruption.
31. To prepare planning of income that will be received by the company in one year (revenue budgeting) as basic information that will be used in the preparation of fund allocation planning for long-term investment purposes (capital budgeting) as well as the preparation of planned costs (cost budgeting).
32. To obey and fulfill obligations related to taxation that has been set by the government. The obligation also includes the fulfillment of reporting payments and notifications to the tax authorities. In performing tax calculations, the Company may appoint an independent Tax Consultant.

33. Direksi menyampaikan usulan dan/atau permasalahan dalam rangka peningkatan efektifitas pengelolaan Perseroan untuk mendapatkan pengarahan dan/atau persetujuan Dewan Komisaris disampaikan paling lambat 2 (dua) hari sejak usulan dan permasalahan tersebut menjadi keputusan final dalam rapat Direksi. Usulan dan/atau permasalahan tersebut dapat disampaikan secara tertulis atau dalam rapat Gabungan.
34. Melakukan dan meningkatkan hubungan kerja/kemitraan yang memberikan nilai tambah bagi Perseroan dan Pemangku Kepentingan berdasarkan pada kebijakan Perseroan, mencakup:
    a. Kebijakan hubungan kerja dengan pelanggan untuk melindungi hak-hak pelanggan/konsumen.
    b. Kebijakan hubungan kerja dengan pemasok untuk antara lain:
        i) Memperoleh barang dan jasa yang sesuai dengan biaya yang dikeluarkan.
        ii) Memberikan perlakuan yang sama bagi semua calon penyedia barang/jasa.
        iii) Tidak mengarah untuk memberi keuntungan kepada pihak tertentu dengan cara dan atau alasan apapun.
        iv) Sebagai seleksi untuk menjadi pemasok Perseroan berdasarkan persyaratan yang terukur dan jelas.
    c. Kebijakan hubungan kerja dengan kreditur untuk melindungi hak dan kepentingan kreditur antara lain:
        i) Pemenuhan kewajiban kepada kreditur sesuai perjanjian.
        ii) Pengungkapan informasi secara transparan, akurat dan tepat waktu, baik pada saat permintaan maupun penggunaan pinjaman.
        iii) Jaminan Perseroan untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur.
    d. Kebijakan hubungan kerja dengan pegawai Perseroan untuk mendorong partisipasi dan meningkatkan kepuasan pegawai.
35. Melakukan survei secara sistematis dan dilakukan secara berkala untuk mengetahui:
    a. Tingkat kepuasan dan hasil indeks survei kepuasan pelanggan/konsumen.
    b. Tingkat kepuasan dan hasil indeks survei kepuasan pegawai.
36. Mewakili Perseroan baik di dalam maupun di luar Pengadilan.
37. Mengajukan usulan pengelolaan Perseroan yang memerlukan persetujuan Dewan Komisaris dan/atau memerlukan tanggapan tertulis Dewan Komisaris dan Persetujuan RUPS serta melaksanakannya sesuai ketentuan yang diatur dalam anggaran dasar Perseroan, Persetujuan Dewan Komisaris serta Keputusan RUPS.

33. The Board of Directors, to increase the Company's management effectiveness, submits proposals and/or problems to obtain direction and/or approval of the Board of Commissioners to be submitted no later than 2 (two) days after the proposals and problems become final decisions at the Board of Directors meeting. These proposals and/or problems can be submitted in writing or at Joint meetings.
34. To perform and improve work relations/partnerships that provide added value to the Company and Stakeholders based on the Company's policies, including:
    a. Work relationships policy with customers to protect the rights of customers/consumers.
    b. Work relationships policy with suppliers for, including:
        i) Obtaining goods and services that are in accordance with the costs incurred.
        ii) Providing the same treatment for all prospective suppliers of goods/services.
        iii) Not leading to giving benefits to certain parties in any way or reason.
        iv) As a selection to become a supplier of the Company based on measurable and clear requirements.
    c. Work relationships policy with creditors to protect the rights and interest of creditors, including:
        i) Fulfillment of obligations to creditors in accordance with the agreement.
        ii) Disclosure of information in a transparent, accurate and timely manner, both at the time of request and use of the loan.
        iii) The Company's Guarantees to do or not do certain action to protect the interests of creditors.
    d. Work relationship policy with Company employees to encourage participation and improve employee satisfaction.
35. To conduct a systematic survey regularly to discover:
    a. Customer/consumer level of satisfaction and the satisfaction survey index results.
    b. Employee satisfaction level and satisfaction survey.
36. To represent the Company both inside and outside the Court.
37. To propose the Company's management proposal that requires the Board of Commissioners approval and/or require a written response from the Board of Commissioners and GMS Approval and implement it according to the provisions regulated in the Company's Articles of Association, the Board of Commissioners' Approval and GMS Resolution.

Wewenang Direksi

Dalam pelaksanaan tugas kepengurusan Perseroan Direksi memiliki wewenang sebagai berikut:

1. Menetapkan struktur/susunan organisasi yang dirancang untuk memastikan pencapaian sasaran dan tujuan organisasi serta sesuai dengan kebutuhan Perseroan dilengkapi dengan uraian tugas dan tanggung jawab untuk semua tingkat jabatan.
2. Melaporkan pelaksanaan sistem manajemen kinerja Direksi kepada Dewan Komisaris dan pencapaian kinerja Perseroan berdasarkan target-target kolegial Direksi maupun pencapaian target kinerja masing-masing Direksi berdasarkan target-target dalam kontrak manajemen.
3. Menyampaikan kepada RUPS tentang usulan insentif kinerja untuk Direksi yang telah disetujui oleh Dewan Komisaris. Penentuan usulan insentif kinerja Direksi mencerminkan kesesuaian dengan kinerja yang dicapai (IPK).
4. Menetapkan dan mengatur mekanisme tertulis untuk menampung dan menyelesaikan keluhan-keluhan Pemangku Kepentingan secara tuntas.
5. Menetapkan dan mengatur mekanisme pengambilan keputusan atas tindakan Perseroan (*corporate action*) sesuai ketentuan perundang-undangan dan tepat waktu terdiri dari pengambilan keputusan melalui rapat Direksi dan pengambilan keputusan di luar rapat Direksi.
6. Membuat dan menyampaikan laporan manajemen (triwulanan dan tahunan) dan laporan tahunan yang memuat informasi-informasi penting dan relevan secara tepat waktu dan disajikan dengan akurat, jelas dan objektif serta dengan perlakuan, muatan dan waktu yang sama kepada semua Pemegang Saham dan Dewan Komisaris.
7. Mengatur penyerahan kekuasaan Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perseroan di dalam dan di luar pengadilan kepada seseorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang Pegawai Perseroan baik sendiri maupun bersama-sama atau kepada orang lain.
8. Menetapkan calon anggota Direksi dan Dewan Komisaris pada anak Perusahaan sesuai dengan pedoman yang ditetapkan oleh Menteri Negara BUMN. Setelah penetapan calon anggota Direksi dan Dewan Komisaris pada anak Perusahaan Direksi wajib melaporkannya kepada Dewan Komisaris.
9. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan Perusahaan dan peraturan perundang-undangan lainnya.

Board of Directors' Authorities

In carrying out the Company's management duties, the Board of Directors has the following authorities:

1. To establish an organization chart/structure designed to ensure the achievement of organization goals and objectives and in accordance with the needs of the Company equipped with job descriptions and responsibilities for all levels of position.
2. To report the implementation of the Board of Directors performance management system to the Board of Commissioners and the achievement of the Company's performance based on the collegial targets of the Board of Directors and the achievement of the performance targets of each the Board of Directors based on the targets in the management contract.
3. To report to the GMS about the proposed performance incentives for the Board of Directors that has been approved by the Board of Commissioners. Determination of the proposed incentives performance of the Board of Directors reflects the conformity with performance achieved (achievement indicator).
4. To establish and regulate a written mechanism to accommodate and resolve the complaints of the Stakeholders thoroughly.
5. To establish and regulate decisions-making mechanism on the actions of the Company (corporate action) in accordance with statutory provisions and timely, consisting of decision making through the Board of Directors meeting and decision making outside the Board of Directors meeting.
6. To prepare and submit management reports (quarterly and annually) and annual reports that contain important and relevant information in a timely manner and presented accurately, clearly and objectively and with the same treatment, content and time, to all Shareholders and the Board of Commissioners.
7. To regulate the submission of authority of the Board of Directors to make decisions on behalf of the Board of Directors or represent the Company inside and outside of court to one or several members of the Board of Directors specifically appointed for it or to one or several of the Company's Employees either alone or jointly or to other people.
8. To determine candidates for members of the Board of Directors and the Board of Commissioners in subsidiaries in accordance with the guidelines set by the Minister of State-Owned Enterprises. After the determination of potential members of the Board of Directors and the Board of Commissioners in subsidiaries, the Board of Directors must report it to the Board of Commissioners.
9. To appoint and dismiss Company employees based on the Company's policies and other laws and regulations.

10. Mengangkat dan memberhentikan pejabat Perseroan sampai jenjang tertentu yang diatur melalui ketetapan Direksi, kecuali untuk mengangkat dan memberhentikan Sekretaris Perusahaan maupun Satuan Pengawasan Intern setelah mendapatkan persetujuan Dewan Komisaris.
11. Mengatur ketentuan tentang pegawai Perseroan termasuk penempatan pegawai pada semua tingkatan jabatan sesuai dengan spesifikasi jabatan, memiliki rencana suksesi untuk seluruh jabatan dalam Perseroan serta penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perseroan berdasarkan peraturan perundang-undangan. Dalam hal penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu RUPS.
12. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, anggaran dasar Perseroan dan/atau Keputusan RUPS.
13. Menyampaikan usulan perubahan anggaran dasar Perseroan untuk mendapatkan persetujuan RUPS.
14. Menetapkan kegiatan kerja sama atau kontrak dengan nilai kontrak atau penggunaan/perolehan aset yang melebihi kewenangan Direktur seperti yang diatur dalam kebijakan keuangan.
15. Bersama Dewan Komisaris mengusulkan kepada RUPS mengenai penetapan besaran dan jenis penghasilan Dewan Komisaris dan Direksi.

Kewajiban Direksi

Dalam pelaksanaan tugas kepengurusan Perseroan Direksi memiliki kewajiban sebagai berikut:

1. Mengikuti program pengenalan bagi anggota Direksi yang baru yang diselenggarakan oleh Perseroan.
2. Mengikuti program pelatihan dalam rangka meningkatkan kompetensi anggota Direksi sesuai kebutuhan.
3. Menyiapkan RJPP yang merupakan rencana strategis yang memuat sasaran dan tujuan yang hendak dicapai dalam jangka waktu 5 (lima) tahun, yang sekurang-kurangnya memuat:
   a. Evaluasi pelaksanaan RJPP sebelumnya.
   b. Posisi Perseroan saat ini.
   c. Asumsi-asumsi yang dipakai dalam penyusunan RJPP.
   d. Penetapan misi, sasaran, strategi, kebijakan, dan program kerja jangka panjang.
   e. Kerja sama tingkat korporat yang strategis dan/atau berjangka waktu lebih dari 5 (lima) tahun.
   f. Kebijakan penataan dan pengembangan anak perusahaan untuk 5 (lima) tahun yang akan datang.

10. To appoint and dismiss the Company's officials to a certain level that is regulated through the Board of Directors' decree, except to appoint and dismiss the Corporate Secretary and the Internal Audit Unit after obtaining the approval of the Board of Commissioners.
11. To regulate provisions regarding the Company's employees including placement of employees at all levels in accordance with job specifications, prepare succession plans for all positions in the Company as well as stipulation of salaries, pensions or pension plans and other income for the Company's employees based on laws and regulations. In the case of stipulating salaries, pensions or old age benefits and other income for employees exceeding the obligations stipulated by legislation, prior approval must be obtained from the GMS.
12. To take all actions and other measures regarding the administration and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and events, with restrictions as stipulated in legislation, the Company's Articles of Association and/or GMS resolutions.
13. To submit the proposed amendments to the Company's Articles of Association to be approved by the GMS.
14. To establish cooperation or contracts activities with contract value or assets utilization/acquisition that exceeds the authority of the Board of Directors as stipulated in financial policy.
15. Together with the Board of Commissioners to propose to the GMS regarding the determination of the amount and type of income of the Board of Commissioners and Board of Directors.

Board of Directors' Obligations

In carrying out the Company's management duties, the Board of Directors has the following obligations:

1. To participate in the orientation program for new members of the Board of Directors held by the Company.
2. To follow the training program to increase the competency of the members of the Board of Directors as required
3. To prepare the Company's Long-term Plan (RJPP), a strategic plan that contains the goals and objectives to be achieved within a period of 5 (five) years, which at least contains:
   a. Evaluation of previous RJPP implementation.
   b. The Company's current position.
   c. Assumptions used in preparing the RJPP.
   d. Definition of long-term work missions, targets, strategies, policies and work programs.
   e. Corporate level cooperation that is strategic and/or has a period of more than 5 (five) years.
   f. Policy for structuring and developing subsidiaries for the next 5 (five) years.

4. Menyiapkan RKAP sebagai penjabaran tahunan dari RJPP, yang sekurang-kurangnya memuat:

   a. Asumsi dasar penyusunan RKAP (parameter yang digunakan.
   b. Evaluasi pelaksanaan RKAP sebelumnya.
   c. Misi, sasaran usaha, strategi usaha, kebijakan Perseroan dan program kerja/kegiatan.
   d. Anggaran Perusahaan yang dirinci atas setiap anggaran program kerja/kegiatan.
   e. Tingkat kinerja Perseroan.
   f. Proyeksi keuangan Perseroan dan anak Perusahaannya.
   g. Hal-hal lain yang memerlukan keputusan RUPS.
5. Menyampaikan RJPP untuk mendapat pengesahan RUPS disertai dengan penjelasan yang lengkap dan jelas kepada Dewan Komisaris paling lambat tanggal 30 September sebelum periode RJPP tahun berjalan dan kepada Pemegang saham paling lambat pada tanggal 31 Oktober sebelum periode RJPP tahun berjalan.
6. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai RKAP dalam hal persetujuan RKAP merupakan kewenangan RUPS atau memberikan penjelasan kepada Dewan Komisaris mengenai RKAP dalam hal persetujuan RKAP merupakan kewenangan Dewan Komisaris.

7. Melaksanakan kewajiban kepada negara tepat waktu dalam hal pembayaran kewajiban pajak (PPh pegawai, PPh Badan, PPN Masa dan Rampung dan PBB) serta penyampaian dokumen kewajiban pada lembaga regulator.

8. Meningkatkan nilai Pemegang Saham secara konsisten dan berkelanjutan melalui pencapaian target-target yang disepakati serta mampu meningkatkan kinerja Perseroan dari tahun-tahun sebelumnya.
9. Melaksanakan tanggung jawab sosial Perseroan untuk mendukung berkelanjutan operasi Perseroan dan untuk mengantisipasi dampak negatif terhadap masyarakat yang ditimbulkan oleh produk, pelayanan dan proses operasional dari Perseroan.
10. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan HAM.
11. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan HAM.

12. Membuat dan memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, laporan Tahunan dan dokumen Keuangan Perseroan dan dokumen Perusahaan lainnya.

4. To prepare the Company's Work Plan and Budget (RKAP) as an annual description of the Company's Long-Term Plan (RJPP), which at least contains:
   a. Basic assumptions for preparing RKAP (parameters used).
   b. Evaluation of the previous RKAP implementation.
   c. The Company's missions, business objectives, business strategies, policies and work programs/activities.
   d. Details of the Company's budget on each work program/ activity budget.
   e. The Company's performance level.
   f. Financial projections of the Company and its subsidiaries.
   g. Other matters that require GMS decision.
5. To present the Company's Long-Term Plan (RJPP) to obtain a GMS approval accompanied by a complete and clear explanation to the Board of Commissioners no later than September 30 before the current RJPP period and to the shareholders no later than October 31 before the current RJPP period.
6. To provide explanations to the General Meeting of Shareholders regarding the Company's Work Plan and Budget (RKAP), if RKAP approval is the authority of the GMS or to provide explanations to the Board of Commissioners regarding the RKAP, if RKAP approval is the authority of the Board of Commissioners.
7. To perform obligations to the state in a timely manner in terms of payment of tax obligations (Employee Income Tax, Corporate Income Tax, Period and Complete VAT and Land and Building Tax) as well as submission of obligation documents to regulatory agencies.
8. To consistently and continuously increase the Shareholder's value through achieving agreed targets and improving the Company's performance from previous years.

9. To perform corporate social responsibility to support the Company's operations continuously and to anticipate negative impacts on the community caused by the Company's products, services and operational processes.

10. To present the Balance Sheet and Profit and Loss Report that has been ratified by the GMS to the Minister in charge of Law and Human Rights.
11. To submit reports of changes in the composition of Shareholders, the Board of Directors and the Board of Commissioners, to the Minister in charge of Law and Human Rights.
12. To prepare and maintain the List of Shareholders, Special Lists, Minutes of GMS, Minutes of the Board of Commissioners Meeting and Minutes of the Board of Directors Meetings, Annual Reports and Corporate Finance documents and other documents of the Company.

13. Menyusun dan mengusulkan Indikator Pencapaian Kinerja Direksi untuk dimintakan persetujuan Dewan Komisaris dan Rapat Umum Pemegang Saham.
14. Menyelenggarakan dan menghadiri rapat Direksi, menghadiri rapat Dewan Komisaris dan menghadiri rapat gabungan baik yang diselenggarakan oleh Direksi maupun yang diselenggarakan oleh Dewan Komisaris.
15. Melakukan pembahasan atas usulan/arahan dan/atau tindak lanjut atas keputusan Dewan Komisaris terkait usulan Direksi.

16. Memenuhi IPK yang jelas, lengkap, dan berimbang, serta terukur dengan menggunakan sistem Kriteria Penilaian Kinerja Unggul (KPKU) untuk mencapai misi dan tujuan Perseroan. Indikator-indikator target KPI disusun sebagai berikut:

    a. Pendorong Kinerja, dengan indikator:
        i) Kepemimpinan, yaitu ukuran yang menunjukan presentasi Perseroan dalam mengendalikan risiko, menjaga dan meningkatkan kompetensi pimpinan (*Executive Development*), meningkatkan kualitas *governance* dan pencapaian target direktorat, serta tingkat *compliance*/penemuan/pemenuhan portal-portal BUMN (aset, PKBL, FIS, SDM, Publik).
        ii) Perencanaan Strategis, yaitu tingkat utilisasi peralatan produksi, tingkat PROPER (program penilaian peringkat), persentase perbaikan proses bisnis, dan tingkat layanan dan keselamatan, serta tingkat kesesuaian penyusunan belanja modal (Capex) dengan kebutuhan Perseroan dan sinkronisasi dengan MP3EI kebutuhan Perseroan dan perluasan pembangunan ekonomi Indonesia) dan sinergi BUMN.
        iii) Fokus pada Pelanggan dan Pasar, yaitu Ukuran yang menunjukan kesungguhan Perseroan dalam meraih, mempertahankan dan memperluas, dan menciptakan pasar dan pelanggan.
    b. Kinerja Dasar, dengan indikator:
        i) Perbaikan Kinerja, yaitu Ukuran yang terkait dengan presentasi nyata Perseroan dalam mewujudkan komposisi SDM yang optimal bagi pencapaian tujuan Perseroan. Dalam menetapkan untuk hal ini, agar dipilih ukuran yang merefleksikan capaian, bukan proses (seperti jumlah dan frekuensi pelatihan).
        ii) Pengelolaan Proses Produksi/Pelayanan Ukuran yang menunjukan presentasi Perseroan dalam melakukan penciptaan nilai dari produk/jasa yang diwujudkan dengan perencanaan operasional yang tepat.
    c. Capaian Kinerja, dengan indikator: Hasil Capaian Kinerja Perseroan, baik dari sisi Keuangan (misalnya profit, pertumbuhan pendapatan, dan efisiensi biaya), maupun non keuangan (misalnya aspek operasional, produktivitas, investasi fisik, manfaat kepada masyarakat, pertumbuhan pasar dan penguasaan pasar).

13. To arrange and propose the Board of Directors KPI Achievement to be approved by the Board of Commissioners and the General Meeting of Shareholders.
14. To organize and attend the Board of Directors meetings, the Board of Commissioners meetings and joint meetings both held by the Board of Directors and held by the Board of Commissioners.
15. To conduct discussions on proposals/directives and/or follow-up actions on the Board of Commissioners' decisions regarding the Board of Directors' proposals.
16. To fulfill a clear, complete, balanced and measurable Achievement Indicator by using Excellent Performance Assessment Criteria (KPKU) system to achieve the Company's mission and objectives. KPI target indicators are arranged as follows:
    a. Performance levers, indicated by:
        i) Leadership, which is a measure that shows the Company's ability in controlling risk, maintaining and improving leadership competency (Executive Development), improving the quality of governance and achieving directorate targets, as well as compliance/discovery/fulfillment of SOE portals (assets, PKBL, FIS, HC , Public).
        ii) Strategic Planning, which is the utilization level of production equipment, the level of PROPER (rating assessment program), percentage of business process improvement, and service and safety levels, and the level of compliance of capital expenditure (Capex) with Company requirements and synchronization with Company needs MP3EI and expansion of Indonesian economy development) and the synergy of SOEs.
        iii) Focus on Customers and Markets, the Measures that show the Company's willingness in reaching, maintaining and expanding, and creating markets and customers.
    b. Basic Performance, indicated by:
        i) Performance Improvement, the measures related to the Company's real performance in realizing the optimal composition of HC for achieving the Company's objectives. In determining this, the size that reflects achievement, not process (such as number and frequency).
        ii) Management of Production/Service Size, processes that show the Company's performance in creating Value From Products/Services that are realized by appropriate operational planning.
    c. Performance Achievement, indicated by: the Company's Corporate Performance Results, both in terms of Finance (e.g. profit, revenue growth, and cost efficiency), and non-financial (e.g. operational aspects, productivity, physical investment, benefits to society, market growth and market share).

17. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam anggaran dasar Perseroan dan yang ditetapkan oleh RUPS.

Hak Direksi

Hak-hak Direksi adalah sebagai berikut:

1. Menerima gaji berikut tunjangan lain dan/atau fasilitas, termasuk santunan purna jabatan yang jumlahnya ditetapkan oleh RUPS dengan memperhatikan peraturan perundang-undangan.
2. Bila Perseroan mencapai tingkat keuntungan, maka Direksi dapat menerima tantiem sebagai imbalan atas prestasi kerja yang besarnya ditetapkan oleh RUPS. Direksi dapat juga menerima tantiem walaupun Perseroan masih mengalami kerugian namun terjadi peningkatan kinerja Persero.
3. Memperoleh cuti sesuai ketentuan Perseroan.
4. Menggunakan sarana dan tenaga profesional.

Tanggung jawab Direksi

Dalam pelaksanaan tugas kepengurusan Perseroan Direksi memiliki tanggung jawab sebagai berikut:

1. Mempertanggungjawabkan pelaksanaan tugas kepengurusan Perseroan kepada RUPS/Menteri.
2. Setiap anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugas untuk kepentingan dan usaha Perseroan yang menyebabkan kerugian bagi Perseroan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
   a. Kerugian Perseroan bukan karena kesalahan atau kelalaiannya.
   b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan.
   c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian.
   d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian Perseroan.

PEMBAGIAN TUGAS DIREKSI

Berdasarkan Keputusan Menteri BUMN No. SK-20/MBU/2018 tanggal 18 Januari 2018 dan No. SK-226/MBU/08/2018 tanggal 14 Agustus 2018 tugas masing-masing direksi, secara koordinatif membawahi bidang kegiatan sebagai berikut:

17. To perform other obligations in accordance with the provisions stipulated in the Company's Articles of Association and those stipulated by the GMS.

Rights of the Board of Directors

The rights of the Board of Directors are as follows:

1. To receive salary and other allowances and/or facilities, including post-service employment, with the total determined by the GMS with due observance of laws and regulations.
2. If the Company reaches a profit level, the Board of Directors can receive a bonus as a reward for work performance, whose amount is determined by the GMS. The Board of Directors can also receive bonus even though the Company still suffers losses but there is an increase in the performance of the Company.
3. To obtain leave in accordance with Company provisions.
4. Using the facilities and professional staff.

Board of Directors' Responsibilities

In carrying out the Company's management duties, the Board of Directors has the following responsibilities:

1. To be responsible for the implementation of the Company's management duties to the GMS/Minister.
2. Each member of the Board of Directors is fully responsible personally if the person concerned is guilty or negligent in performing duties for the interests and business of the Company that cause loss to the Company, except if the member of the Board of Directors concerned can prove that:
   a. The Company's losses are not due to their errors or omissions.
   b. The director/s concerned has conducted prudent management with good intention in the interest of the Company and in accordance with the purposes and objectives of the Company.
   c. The director/s concerned has no conflict of interest, either directly or indirectly, over management actions that result in losses.
   d. The concerned has taken actions to prevent the loss or continuation of the Company's losses.

DISTRIBUTION OF DUTIES OF THE BOARD OF DIRECTORS

Pursuant to Decree of the Minister of SOEs No. SK-20/MBU/2018 dated January 18, 2018 and No. SK-226/MBU/08/2018 dated August 14, 2018, duties of each member of the Board of Directors, which coordinates a specific scope of work as follows:

No	Nama Name	Jabatan Position	Bidang Kerja Work Area
1	Budi Raharjo Slamet	Direktur Utama President Director	Sekretariat Perusahaan, Satuan Pengawasan Intern dan Biro Hukum & Kepatuhan Corporate Secretariat, Internal Audit Unit, and Legal & Compliance Bureau
2	Amos Sampetoding	Direktur Operasional Director of Operations	Divisi Asuransi dan Divisi Pencegahan & Pelayanan Insurance Division and Prevention & Services Division
3	Myland	Direktur Keuangan Director of Finance	Divisi Keuangan, Divisi Akuntansi, Divisi Investasi dan Program Kemitraan dan Bina Lingkungan Finance Division, Accounting Division, Investment Division, and Partnership and Community Development Program
4	M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	Divisi Manajemen Risiko & Transformasi Perusahaan dan Divisi Teknologi Informasi & Komunikasi Risk Management & Corporate Transformasi Division and Information Technology & Communication Division
5	Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	Divisi Sumber Daya Manusia dan Divisi *Human Capital* Human Resources Division and Human Capital Division

KEPUTUSAN DIREKSI YANG PERLU MENDAPAT PERSETUJUAN DEWAN KOMISARIS DAN RUPS

Perbuatan-perbuatan Direksi di bawah ini harus mendapat persetujuan tertulis dari Dewan Komisaris:

1. Melepaskan/memindahtangankan dan/atau mengagunkan aset Perseroan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain, dalam bentuk Kerja sama Operasi (KSO), Kerja sama Usaha (KSU), Kerja sama Lisensi;
3. Menetapkan dan mengubah logo Perseroan;
4. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi;
5. Melakukan penyertaan modal, melepaskan penyertaan modal, termasuk perubahan struktur permodalan dengan nilai tertentu yang ditetapkan Dewan Komisaris pada Perseroan lain, anak perusahaan;
6. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris.

DECISIONS OF THE BOARD OF DIRECTORS THAT NEED APPROVAL FROM THE BOARD OF COMMISSIONERS AND GMS

The following actions of the Board of Directors must obtain written approval from the Board of Commissioners:

1. Release/transfer and/or pledge the Company's assets with a value exceeding a certain amount determined by the Board of Commissioners;
2. Cooperate with business entities or other parties, in the form of Joint Operations (KSO), Business Cooperation (KSU), or Licensing Cooperation;
3. Establish and change the Company's logo;
4. Determine the organizational structure which is 1 (one) level below the Board of Directors;
5. Conduct and release equity participation, including changes in the capital structure with a certain value determined by the Board of Commissioners in other companies subsidiaries;
6. Establish a subsidiary and/or joint venture with a certain value determined by the Board of Commissioners.

LAPORAN PELAKSANAAN TUGAS

Tahun 2020, Direksi telah merealisasikan sejumlah program kerja strategis yang telah ditetapkan dalam RKAP 2020, antara lain:

1. Menetapkan kebijakan Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Jasa Raharja, yaitu AKHLAK;
2. Restrukturisasi Organisasi yang bertujuan untuk menciptakan struktur organisasi dan proses bisnis yang efisien dan efektif serta *inline* dengan strategi perusahaan;

DUTIES IMPLEMENTATION REPORT

In 2020, the Board of Directors has implemented a number of strategic work programs which have been set in the 2020 RKAP, including:

1. Established a policy on the Core Values of Jasa Raharja's Human Resources, namely AKHLAK;
2. Conducted Organizational Restructurization which aims to create an efficient and effective organizational structure and business processes that is in line with the company's strategy;

3. Melakukan langkah-langkah efisiensi khususnya beban usaha dan pengeluaran yang tidak terkait langsung dengan operasional Perseroan;
4. Menerapkan skala prioritas dalam belanja modal dengan memperhatikan kondisi keuangan Perseroan;
5. Melakukan *monitoring* dan evaluasi secara rutin terhadap penempatan investasi baik di pasar uang dan pasar modal maupun investasi dalam bentuk penyertaan;
6. Memperkuat peran dan fungsi Manajemen Risiko sehingga diperoleh komposisi portofolio investasi yang mampu memberikan *return* yang optimal dan setiap penempatan dana investasi harus didasarkan pertimbangan yang matang dengan prinsip kehati-hatian (*prudent*);
7. Menjalankan program kerja strategis yang berpengaruh terhadap kinerja Perseroan baik kualitas pelayanan maupun kinerja keuangan agar direalisasikan tepat waktu sesuai target yang telah ditetapkan.

PROGRAM ORIENTASI DIREKSI

Program pengenalan perusahaan bagi anggota Direksi dimaksudkan untuk memberikan gambaran tentang kondisi dan rencana strategis Perseroan kepada anggota Direksi yang baru diangkat sehingga dapat segera menyelaraskan tugas dan tanggung jawabnya dengan anggota lain dalam melakukan kegiatan pengelolaan Perseroan. Pada tahun 2020, Jasa Raharja tidak mengangkat anggota Direksi baru sehingga program pengenalan perusahaan tidak dijalankan.

3. Took efficiency measures, especially on operating expenses and expenses which are not directly related to the Company's operations;
4. Implemented a priority scale in capital expenditures by taking into account the Company's financial condition;
5. Regularly monitored and evaluated placement of investment in the money market and capital market as well as investment in the form of participation;
6. Strengthened the role and function of Risk Management so that the composition of the investment portfolio is able to provide optimal returns and each placement of investment funds must be based on careful consideration with the principle of prudence;
7. Carried out strategic work programs which affect the Company's performance, both in terms of service quality and financial performance in order to realize timely according to the targets which have been determined.

BOARD OF DIRECTORS ORIENTATION PROGRAM

The Company introduction program for members of the Board of Directors is intended to provide an overview of the conditions and strategic plans of the Company to newly appointed members of the Board of Directors so that they can immediately align their duties and responsibilities with other members in carrying out management activities of the Company. In 2020, Jasa Raharja did not appoint new members of the Board of Directors. Therefore, the Company introduction program was not implemented.

INDEPENDENSI DAN TRANSPARANSI TERKAIT DEWAN KOMISARIS DAN DIREKSI

INDEPENDENCY AND TRANSPARENCY RELATED TO THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Dalam menjalankan fungsi, tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi Perseroan harus bersikap independen dan terbebas dari berbagai kepentingan. Independensi Dewan Komisaris dan Direksi Perseroan dapat dijabarkan sebagai berikut:

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS DAN DIREKSI

Benturan kepentingan merupakan suatu kondisi yang dapat mempengaruhi pertimbangan pribadi dan/atau menyingkirkan profesionalisme dan integritas Insan Jasa Raharja dalam melaksanakan tugas, sehingga berimplikasi pada pencapaian kinerja dan citra Perseroan dalam jangka panjang. Oleh karena hal tersebut, Perseroan telah menyusun Pedoman Benturan Kepentingan Jasa Raharja yang disahkan melalui Keputusan Bersama Dewan Komisaris dan Direksi Nomor: DK/02/SP/2017 dan Nomor: P/34/SP/2017 tentang Panduan (*Guidelines*) untuk mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) tanggal 31 Oktober 2017.

Pedoman berisikan informasi mengenai, sosialisasi, pelaporan, pengungkapan, pencegahan akan tindakan dan jenis benturan kepentingan untuk dipahami dan diterapkan dalam kegiatan operasional sehari-hari oleh para karyawan dari seluruh level organisasi sehingga dapat mencegah dan mengurangi penyimpangan, pelanggaran dan/atau kecurangan yang dapat menimbulkan kerugian finansial dan non finansial serta merusak citra Perseroan, demi mendapatkan Perseroan yang bersih, bebas korupsi dan memiliki karyawan dengan sikap mental yang jujur dan penuh rasa pengabdian kepada kepentingan Perseroan.

RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Pengungkapan rangkap jabatan anggota Dewan Komisaris dan Direksi Jasa Raharja adalah sebagai berikut:

In carrying out their functions, duties and responsibilities, the Board of Commissioners and the Board of Directors of the Company must be independent and free from any interests. The independence of the Board of Commissioners and Board of Directors of the Company can be described as follows:

MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Conflict of interest is a condition that can affect personal considerations and/or undermine the professionalism and integrity of Jasa Raharja Personnel in carrying out their duties, thus having implications for the achievement of long-term performance and corporate image. Because of this, the Company has compiled Guidelines for Conflicts of Interest of Jasa Raharja which were ratified through Joint Decrees of the Board of Commissioners and Directors Number: DK/02/SP/2017 and Number: P/34/SP/2017 concerning Guidelines to Support the Implementation of Governance Good Corporate Governance dated October 31, 2017.

The guidelines contain information regarding, dissemination, reporting, disclosure, prevention of actions and types of conflicts of interest to be comprehended and applied in daily operational activities by employees from all levels of the organization so as to prevent and reduce irregularities, violations, and/or fraud that can lead to financial and non-financial losses as well as damaging the Company's image. The guidelines are prepared to obtain a clean, corruption-free company and acquisition of employees with an honest mental attitude and full of devotion to the interests of the Company.

CONCURRENT POSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The disclosure of the concurrent positions of members of the Board of Commissioners and Board of Directors of Jasa Raharja are as follows:

Nama Name	**Jabatan** Position	**Rangkap Jabatan** Concurrent Position in	
		Entitas Anak dan Afiliasi Subsidiaries and Affiliates	**Perusahaan/Institusi Lain** Other Companies/Institutions
Budi Setiyadi	Komisaris Utama President Commissioner	Tidak Ada No Concurrent Position	Direktur Jenderal Perhubungan Darat Kementerian Perhubungan RI Director-General of Land Transportation, Ministry of Transportation of the Republic of Indonesia

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position in	
		Entitas Anak dan Afiliasi Subsidiaries and Affiliates	Perusahaan/Institusi Lain Other Companies/Institutions
Antonius	Komisaris Independen Independent Commissioner	Tidak Ada No Concurrent Position	Tidak Ada No Concurrent Position
Suprianto	Komisaris Commissioner	Tidak Ada No Concurrent Position	Inspektur Kementerian BUMN RI Inspector of the Ministry of SOEs of the Republic of Indonesia
Humaniati	Komisaris Commissioner	Tidak Ada No Concurrent Position	Kepala Biro SDM, Sekretaris Jenderal Kementerian Keuangan RI Head of HR Bureau, Secretary General of the Ministry of Finance of the Republic of Indonesia
Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Tidak Ada No Concurrent Position	Ketua Departemen Ilmu Ekonomi FEB UGM sejak 2018 Head of the Department of Economics, Faculty of Business Economics, Universitas Gadjah Mada, since 2018
Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Tidak Ada No Concurrent Position	Tidak Ada No Concurrent Position
Budi Raharjo Slamet	Direktur Utama President Director	Tidak Ada No Concurrent Position	Tidak Ada No Concurrent Position
Amos Sampetoding	Direktur Operasional Director of Operations	Tidak Ada No Concurrent Position	Tidak Ada No Concurrent Position
Myland	Direktur Keuangan Director of Finance	Komisaris Utama PT Jasa Raharja Putera President Commissioner of PT Jasa Raharja Putera	Tidak Ada No Concurrent Position
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	Dewan Pengawas DPJR Supervisory Board of the Jasa Raharja Pension Fund	Tidak Ada No Concurrent Position
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	Tidak Ada No Concurrent Position	Tidak Ada No Concurrent Position

HUBUNGAN AFILIASI DEWAN KOMISARIS, DIREKSI DAN PEMEGANG SAHAM PENGENDALI

Seluruh anggota Dewan Komisaris dan Direksi Perseroan, tidak memiliki hubungan keuangan dan hubungan keluarga dengan sesama anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali, dapat dilihat dalam tabel berikut:

AFFILIATIONS OF THE BOARD OF COMMISSIONERS, DIRECTORS AND CONTROLLING SHAREHOLDERS

All members of the Board of Commissioners and Board of Directors of the Company, do not have financial and familial relationships with fellow members of the Board of Commissioners, Directors, and Controlling Shareholders, as shown in the following table:

Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relationship With						Hubungan Keluarga Dengan Familial Relationship With						Hubungan Kepengurusan Managerial Relationships	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham 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	Ya Yes	Tidak No
Budi Setiyadi	Komisaris Utama President Commissioner		√		√		√		√		√		√		√
Antonius	Komisaris Independen Independent Commissioner		√		√		√		√		√		√		√
Suprianto	Komisaris Commissioner		√		√		√		√		√		√		√
Humaniati	Komisaris Commissioner		√		√		√		√		√		√		√
Rimawan Pradiptyo	Komisaris Independen Independent Commissioner		√		√		√		√		√		√		√
Dyah Kartika Rini	Komisaris Independen Independent Commissioner		√		√		√		√		√		√		√
Budi Raharjo Slamet	Direktur Utama President Director		√		√		√		√		√		√		√
Amos Sampetoding	Direktur Operasional Director of Operations		√		√		√		√		√		√		√
Myland	Direktur Keuangan Director of Finance		√		√		√		√		√		√		√
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology		√		√		√		√		√		√		√
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs		√		√		√		√		√		√		√

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Keberagaman pendidikan, keahlian, gender, usia dan pengalaman dalam komposisi keanggotaan Direksi dan Dewan Komisaris Jasa Raharja merupakan hal positif yang diperlukan untuk proses pengambilan sebuah keputusan. Penilaian Perseroan akan perlunya keberagaman komposisi sesuai peraturan tersebut dapat memberikan alternatif pemecahan masalah dan mendorong pengambilan keputusan yang lebih objektif dan komprehensif,

DIVERSITY OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The diversity of education, expertise, gender, age and experience in the composition of the members of Jasa Raharja's Board of Directors and Board of Commissioners is a positive thing needed for the decision-making process. The Company's assessment of the need for a diversity of compositions in accordance with these regulations can provide alternative solutions to problems and encourage more objective and comprehensive decision-making,

dengan mempertimbangkan unsur keberagaman dari bidang keilmuan, kompetensi, usia, keahlian, pengalaman kerja, dan gender agar paradigma dalam pengambilan keputusan menjadi lebih luas.

taking into account the elements of diversity in the fields of science, competence, age, expertise, work experience, and gender so that the paradigm in decision-making becomes more comprehensive.

Keberagaman Dewan Komisaris dan Direksi Perseroan yang menjabat pada tahun 2020 dapat dilihat pada tabel berikut ini:

The diversity of the Company's Board of Commissioners and Directors who served in 2020 can be seen in the following table:

Nama Name	**Jabatan** Position	**Jenis Kelamin** Gender	**Usia (tahun)** Age (years old)	**Pendidikan** Educational Background	**Pengalaman di Bidang** Experience	**Keahlian** Expertise
Budi Setiyadi	Komisaris Utama President Commissioner	Pria Male	57	S2 Ilmu Administrasi Master of Administration Science	Kepolisian dan Dirjen Perhubungan Darat Police Force and Director General of Land Transportation	Perhubungan Darat Land Transportation
Antonius	Komisaris Independen Independent Commissioner	Pria Male	63	S2 Administrasi Negara Master of State Administration	Bisnis dan Keuangan Business and Finance	Manajemen dan Keuangan Management and Finance
Suprianto	Komisaris Commissioner	Pria Male	54	S2 Administrasi Publik Master of Public Administration	Auditor Auditor	Keuangan Finance
Humaniati	Komisaris Commissioner	Wanita Female	58	S2 Ilmu Hukum, S1 Ilmu Psikologi Masters in Law, Bachelor of Psychology	Manajerial Managerial	Hukum Law
Rimawan Pradiptyo	Komisaris Independen Independent Commissioner	Pria Male	51	S3 Ilmu Ekonomi Doctor of Economics	Operasional Operations	Ekonomi Economy
Dyah Kartika Rini	Komisaris Independen Independent Commissioner	Wanita Female	49	S1 Ekonomi Manajemen Bachelor of Management Economics	Manajerial Managerial	Manajemen dan Operasional Management and Operations
Budi Raharjo Slamet	Direktur Utama President Director	Pria Male	60	S2 Magister Manajemen Master of Management	Manajerial Managerial	Manajemen dan Operasional Management and Operations
Amos Sampetoding	Direktur Operasional Director of Operations	Pria Male	56	S2 Magister Manajemen Master of Management	Operasional Operations	Manajemen Risiko Risk Management
Myland	Direktur Keuangan Director of Finance	Pria Male	55	S2 Magister Manajemen Master of Management	Manajerial Managerial	Distribusi Distributions
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	Pria Male	61	S2 Magister Manajemen Master of Management	Manajerial Managerial	*Marketing* dan Sistem Informasi Marketing and Information Systems
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	Pria Male	54	S2 Ilmu Komunikasi Master of Communication Science	Manajerial Managerial	Teknologi Informasi Information Technology

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

PENILAIAN KINERJA DEWAN KOMISARIS

Sesuai Pedoman GCG Jasa Raharja, penilaian Dewan Komisaris ditetapkan sebagai berikut:

1. RUPS menetapkan Indikator Pencapaian Kinerja (*Key Performance Indicators*) Dewan Komisaris berdasarkan usulan dari Dewan Komisaris.
2. Indikator Pencapaian Kinerja merupakan ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab pengawasan dan pemberian nasihat oleh Dewan Komisaris sesuai dengan ketentuan peraturan perundang-undangan dan/atau anggaran dasar.

Penilaian Berdasarkan Asesmen *Key Performance Indicator* (KPI)

Selama Tahun 2020, capaian skor KPI Dewan Komisaris sebesar 100%, Dewan Komisaris telah melaksanakan tugas-tugas pengawasan sebagaimana ditetapkan dalam Kontrak Manajemen yang ditandatangani antara Menteri dan Dewan Komisaris PT Jasa Raharja. Rincian capaian KPI Dewan Komisaris adalah sebagai berikut:

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

In accordance with Jasa Raharja's GCG Guidelines, the assessment of the Board of Commissioners is determined as follows:

1. The GMS determines the Key Performance Indicators for the Board of Commissioners based on the proposal from the Board of Commissioners.
2. Key Performance Indicators is the assessment measure of the success of the implementation of the duties and responsibilities of supervision and providing advice by the Board of Commissioners in accordance with the provisions of laws and regulations and/or articles of association.

Assessment Based on Key Performance Indicator (KPI)

In 2020, the Board of Commissioners' KPI score was 100%, the Board of Commissioners has carried out supervisory duties as stipulated in the Management Contract signed between the Minister and the Board of Commissioners of PT Jasa Raharja. Details of the Board of Commissioners' KPI achievements are as follows:

No	Aspek Penilaian Assessment Aspect	Skor Realisasi Realization Score	Bobot Value	Nilai Total Score
1	Rapat Dekom Board of Commissioners Meeting			
1.a	Frekuensi Penyelenggaraan Rapat Frequency of Meetings	1	10	10
1.b	Rata-rata Kehadiran Attendance Average	1	10	10
2	Pemberian Persetujuan dan/atau Tanggapan serta Saran Giving Approval and/or Feedback and Suggestions			
2.a	Persetujuan dan/atau Tanggapan Dewan Komisaris atas Usulan Direksi Approval and/or Response of the Board of Commissioners on the Proposal of the Board of Directors	1	10	10
2.b	Memberikan Nasihat atau Saran kepada Direksi Provide Advice or Suggestions to the Board of Directors	1	10	10
2.c	*Monitoring* Tindak Lanjut Temuan Audit Internal/Eksternal Monitoring the Follow-up to Internal/External Audit Findings	1	10	10
3	Pembinaan Cabang/Perwakilan Branch/Representative Development			
3.a	Frekuensi Kunjungan Kerja atau Evaluasi Kantor Regional/Cabang Frequency of Working Visits or Evaluation of Regional/Branch Offices	1	10	10

No	Aspek Penilaian Assessment Aspect	Skor Realisasi Realization Score	Bobot Value	Nilai Total Score
4	Peningkatan Kompetensi Anggota Dekom Improving the Competence of Board of Commissioners Members			
4.a	Pelaksanaan Program Peningkatan Kompetensi Implementation of competency improvement programs	1	10	10
5	Peran dalam Peningkatan Kinerja Perseroan Role in Improving Company Performance			
5.a	Tingkat Kesehatan Perseroan Tahun 2020 The Company's Health/Soundness Level in 2020	1	5	5
5.b	Opini Auditor Independen/KAP Tahun 2020 Opinion of Independent Auditor/Public Accounting Firm in 2020	1	5	5
5.c	Nilai GCG Tahun 2020 2020 GCG Score	1	5	5
6	Penyusunan dan Penyampaian Rencana Kerja dan Laporan Pengawasan Preparation and Submission of Work Plans and Monitoring Reports			
6.a	Penyusunan dan Penyampaian Rencana Kerja dan Anggaran Tahunan Dekom Tahun 2021 Preparation and Submission of the 2021 Board of Commissioners' Annual Work Plan and Budget	1	7,5	7,5
6.b	Penyusunan dan Penyampaian Laporan Pengawasan Tahunan Dekom Tahun 2020 Preparation and Submission of the 2020 Board of Commissioners' Annual Supervision Report	1	7,5	7,5
Total				**100**

Penilaian Berdasarkan Asesmen GCG

Kinerja Dewan Komisaris juga diukur berdasarkan penerapan Tata Kelola Perusahaan untuk aspek Dewan Komisaris. Berdasarkan asesmen GCG tahun 2020, pencapaian skor asesmen GCG untuk kriteria Dewan Komisaris adalah sebagai berikut:

Evaluation Based on GCG Assessment

The performance of the Board of Commissioners is also measured based on the implementation of Good Corporate Governance for the aspects of the Board of Commissioners. Based on the 2020 GCG assessment, the achievement of the GCG assessment scores for the criteria of the Board of Commissioners is as follows:

No	Aspek Penilaian Assessment Aspect	Bobot Value	Tingkat Capaian Achievement Level	Skor Score
1	Dewan Komisaris melaksanakan program pelatihan/pembelajaran secara berkelanjutan The Board of Commissioners carries out the training/education program continuously	1,348	100%	1,348
2	Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris The Board of Commissioners divides their duties, authorities, and responsibilities clearly and implements the factors required to support the execution of duties of the Board of Commissioners	2,127	100%	2,127
3	Dewan Komisaris memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi The Board of Commissioners approves the drafts of RJPP and RKAP as submitted by the Board of Directors	2,904	100%	2,904

No	Aspek Penilaian Assessment Aspect	Bobot Value	Tingkat Capaian Achievement Level	Skor Score
4	Dewan Komisaris memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perseroan The Board of Commissioners provides recommendation to the Board of Directors concerning implementation of plans and policies of the Company	9,593	100%	9,593
5	Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga The Board of Commissioners oversees and monitors the compliance of the Board of Directors in adhering to the prevailing laws and regulations and agreements with third parties	6,479	100%	6,479
6	Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/Perusahaan Patungan The Board of Commissioners oversees the implementation of management policies in Subsidiaries/Joint Ventures	1,504	72%	1,082
7	Dewan Komisaris berperan dalam pencalonan Anggota Direksi, menilai kinerja Direksi (individu dan kolegial) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi The Board of Commissioners takes a role in appointing candidates of the Board of Directors, assesses the performance of the Board of Directors (individually and collegially) and proposes bonus/performance incentive based on the applicable regulations and by taking into account the performance of the Board of Directors	2,437	91%	2,230
8	Dewan Komisaris melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya The Board of Commissioners makes actions to potential conflict of interest concerning themselves	0,571	100%	0,571
9	Dewan Komisaris memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan The Board of Commissioners oversees and ensures that the practice of Good Corporate Governance has been implemented effectively and continuously	1,659	100%	1,659
10	Dewan Komisaris menyelenggarakan rapat Dewan Komisaris yang efektif dan menghadiri rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan The Board of Commissioners holds effective meeting of the Board of Commissioners and attends meeting of the Board of Commissioners in compliance with the prevailing regulations	1,348	100%	1,348
11	Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris The Board of Commissioners has a Secretary of the Board of Commissioners in supporting the secretary duties of the Board of Commissioners	2,593	100%	2,593
12	Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif The Board of Commissioners has an effective committee under the Board of Commissioners	2,437	77%	1,874
Total		**35,000**	**96,59%**	**33,808**

Berdasarkan hasil asesmen GCG tahun 2020 untuk kriteria Dewan Komisaris, diperoleh skor "33,808" dari skor maksimal "35,000" atau dengan pencapaian 96,59%.

Based on the results of the 2020 GCG assessment for the criteria for the Board of Commissioners, a score of "33.808" was obtained from a maximum score of "35.000" or an achievement of 96.59%.

PENILAIAN KINERJA DIREKSI

Penilaian kinerja Direksi mengacu kepada Kontrak Manajemen antara Jasa Raharja dengan Kementerian BUMN yang tertuang dalam Risalah RUPS PT Jasa Raharja tentang Pengesahan RKAP Tahun 2020, pencapaian *Key Performance Indicator* (KPI) Perseroan untuk tahun 2020 adalah sebagaimana terlampir berikut ini.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The performance assessment of the Board of Directors refers to the Management Contract between Jasa Raharja and the Ministry of SOEs as stated in the Minutes of the GMS of PT Jasa Raharja regarding the Ratification of the 2020 RKAP. The achievement of the Company's Key Performance Indicators (KPI) for 2020 is as seen below.

Penilaian Berdasarkan Asesmen *Key Performance Indicator* (KPI)

Pencapaian target *Key Performance Indicators* (KPI) yang disusun berdasarkan *Shareholders Aspirations* di mana sampai 31 Desember 2020 hasil pencapaiannya cukup baik dengan nilai tertimbang sebesar 106,36 dapat dilihat dari beberapa indikator sebagai berikut:

Assessment Based on Key Performance Indicator (KPI)

The results of the achievement of the Key Performance Indicators (KPI) targets based on Shareholders' Aspirations until December 31, 2020, were quite good with a weighted value of 106.36, which can be seen from the following indicators:

INDIKATOR INDICATORS	**BOBOT** WEIGHT	**TARGET 2021 % (NILAI)** TARGET 2021 % (SCORE)	**REALISASI TAHUN 2020** REALIZATION 2020	**NILAI PRESTASI** ACHIEVEMENT SCORE	**NILAI KPI S.D. DES 2020** KPI VALUE AS OF DECEMBER 2020
	1	**2**	**3**	**4**	**5 (4 x 1)**
Finansial **Financial**					**27,52**
EBITDA Margin EBITDA Margin	6	26,14	46,42	120,00	7,20
Efektifitas Usaha Business Effectiveness	5	75,65	21,91	120,00	6,00
Tingkat Kepuasaan Pelanggan Customer Satisfaction Index	6	93,5	95,37	102,00	6,12
Penerapan/Peningkatan Kualitas GCG Implementation/Improvement of GCG Quality	4	96,22	96,31	100,09	4,00
Peningkatan Value Anak Perusahaan Increase Value of the Subsidiary	4	(50,00)	54,30	105,00	4,20
Sosial **Social**					**17,50**
Program Kemitraan dan Bina Lingkungan Partnership and Community Development Program	7	100	100,00	100,00	7,00
Sinergi antar BUMN Synergy between SOEs	6	3	4,00	105,00	6,30
Penugasan Pemerintah Government Assignment	4	3	7,96	105,00	4,20
Inovasi Model Bisnis **Business Model Innovation**					**20,60**
Pengutipan IWKBU dengan Perusahaan Angkutan Sewa Khusus Collection of IWKBU with Special Rental Transport Company	8	1	1	100,00	8,00
Proses Santunan Sesuai dengan Standar Waktu Compensation Process in Accordance with Standard Time	12	80,00	94,24	105,00	12,60
Kepemimpinan Teknologi **Technology Leadership**					**12,55**
Inovasi Layanan Berbasis IT IT-Based Service Innovation	6	4	5	105,00	6,30
Akurasi *Database* Kendaraan Vehicle Database Accuracy	6	96,00	99,98	104,15	6,25
Peningkatan Investasi **Increased Investment**					**12,74**
Yield On Investment (Netto)	5	5,48	6,08	110,87	5,54

INDIKATOR INDICATORS	BOBOT WEIGHT	TARGET 2021 % (NILAI) TARGET 2021 % (SCORE)	REALISASI TAHUN 2020 REALIZATION 2020	NILAI PRESTASI ACHIEVEMENT SCORE	NILAI KPI S.D. DES 2020 KPI VALUE AS OF DECEMBER 2020
	1	2	3	4	5 (4 x 1)
Pertumbuhan Total Aset Total Asset Growth	6	(4,47)	0,85	120,00	7,20
Pengembangan Talenta **Talent Development**					**15,45**
Pengembangan SDM HR Development	4	3,00	9,75	105,00	4,20
Produktivitas Pegawai Employee Productivity	5	82	99,92	105,00	5,25
Pengesahan Pembentukan Klaster/Subklaster BUMN Institute Ratification of the Establishment of the SOE Institute Cluster/Sub-cluster	3	Des 20	Des	100,00	3,00
Persetujuan untuk Program Pengembangan Talenta Suksesi Direksi dan Pengembangan *Top Talent* Approval for the Board of Directors Succession Talent Development Program and Top Talent Development	3	Des 20	Des	100,00	3,00
TOTAL BOBOT ***TOTAL WEIGHT***	**100**				**106,36**

Penilaian Berdasarkan Asesmen GCG

Kinerja Direksi juga diukur berdasarkan penerapan Tata Kelola Perusahaan untuk aspek Direksi. Berdasarkan asesmen GCG tahun 2020, pencapaian skor asesmen GCG untuk kriteria Direksi adalah sebagai berikut:

Assessment Based on GCG

The performance of the Board of Directors is also measured based on the implementation of Corporate Governance for the aspects of the Board of Directors. Based on the 2020 GCG assessment, the achievement of the GCG assessment scores for the criteria for the Board of Directors are as follows:

No	Aspek Penilaian Assessment Aspect	Bobot Value	Tingkat Capaian Achievement Level	Skor Score
1	Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan The Board of Directors carries out the education/training program continuously	1,089	86%	0,934
2	Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas The Board of Directors divides their duties, authorities, and responsibilities clearly	1,867	100%	1,867
3	Direksi menyusun perencanaan Perseroan The Board of Directors develops corporate plan	4,044	90%	3,644
4	Direksi berperan dalam pemenuhan target kinerja Perseroan The Board of Directors takes role in fulfilling the performance target of the Company	8,089	98%	7,889
5	Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perseroan The Board of Directors carries out operational and financial controls of the implementation of plans and policies of the Company	3,266	100%	3,266
6	Direksi melaksanakan pengurusan Perseroan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar The Board of Directors carries out management of the Company in compliance with the prevailing laws and regulations and articles of association	0,778	100%	0,778

No	Aspek Penilaian Assessment Aspect	Bobot Value	Tingkat Capaian Achievement Level	Skor Score
7	Direksi melakukan hubungan yang bernilai tambah bagi Perseroan dan *stakeholders* The Board of Directors creates value-adding relationships for the Company and stakeholders	6,689	99%	6,622
8	Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi The Board of Directors monitors and manages potential conflict of interest within the Board of Directors and the management under the Board of Directors	1,089	100%	1,089
9	Direksi memastikan Perseroan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham tepat waktu The Board of Directors ensures that the Company carries out the policy of information and communication transparency in compliance with the prevailing laws and regulations and information delivery to the Board of Commissioners and Shareholder in timely manner	1,089	100%	1,089
10	Direksi menyelenggarakan rapat Direksi dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan The Board of Directors holds meeting of the Board of Directors and attends meeting of the Board of Commissioners/Supervisory Board in compliance with the prevailing laws and regulation	1,556	96%	1,489
11	Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif The Board of Directors shall carry out qualified and effective internal audit	1,711	100%	1,711
12	Direksi menyelenggarakan fungsi Sekretaris Perusahaan yang berkualitas dan efektif The Board of Directors carries out qualified and effective corporate secretary function	1,711	86%	1,478
13	Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan The Board of Directors holds Annual GMS and other GMS in compliance with the prevailing laws and regulations	2,022	88%	1,789
Total		**35,000**	**96,13%**	**33,645**

Berdasarkan hasil asesmen GCG tahun 2020 untuk kriteria Direksi, diperoleh skor "33,645" dari skor maksimal "35,000" atau dengan pencapaian 96,13%.

Based on the results of the 2020 GCG assessment for the criteria for the Board of Directors, a score of "33.645" was obtained from a maximum score of "35.000" or an achievement of 96.13%.

PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

PROCEDURE TO DETERMINE REMUNERATION FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

KEBIJAKAN

Kebijakan Remunerasi Direksi dan Dewan Komisaris ditetapkan pada Peraturan Menteri BUMN sebagai berikut:

1. PER-04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
2. PER-02/MBU/06/2016 tanggal 20 Juni 2016 tentang Perubahan Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
3. PER-01/MBU/06/2017 tanggal 19 Juni 2017 tentang Perubahan Kedua Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
4. PER-06/MBU/06/2018 tanggal 4 Juni 2018 tentang Perubahan Ketiga Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

THE POLICIES

The remuneration policy for Board of Directors and Board of Commissioners is stipulated by the following Regulation of the Minister of SOEs:

1. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners and Supervisory Board of SOEs.
2. PER-02/MBU/06/2016 dated June 20, 2016 concerning Amendments to the Regulation of the Minister of SOEs Number PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.
3. PER-01/MBU/06/2017 dated June 19, 2017 concerning the Second Amendment to the Regulation of the Minister of SOEs Number PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.
4. PER-06/MBU/06/2018 dated June 4, 2018 concerning the Third Amendment to the Regulation of the Minister of SOEs Number PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.

PROSEDUR

Kebijakan Remunerasi Direksi dan Dewan Komisaris ditetapkan dengan Peraturan Menteri Negara BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN dan PER-02/MBUU/06/2016 tentang Perubahan Atas Peraturan Menteri Bumn Nomor PER-4/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN dan PER-01/MBU/06/2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

PROCEDURE

The remuneration policy for the Board of Directors and the Board of Commissioners is stipulated by Regulation of the Minister of State for SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs and PER-02/MBUU/06/2016 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-4/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs and PER-01/MBU/06/2017 concerning the Second Amendment to the Regulation of the Minister of SOEs Number PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.

INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Besaran remunerasi bagi Dewan Komisaris dan Direksi, dalam hal ini gaji Direktur Utama sebagai variabel utama, ditetapkan dengan mempertimbangkan beberapa faktor di bawah ini:

INDICATOR TO DETERMINE REMUNERATION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The salary of the Board of Directors is the main variable to calculate the amount of salary of the Board of Commissioners and other members of the Board of Directors, in this case, the main variable is the salary of the President Director, by taking into account some factors as follows:

1. Pencapaian target.
2. Pendapatan Perseroan.
3. Aktiva Perseroan.
4. Kondisi, tingkat kesehatan dan kemampuan keuangan Perseroan.
5. Tingkat inflasi.
6. Faktor-faktor lain yang relevan (*merit system*), termasuk di antaranya adalah tingkat remunerasi yang berlaku umum dalam industri yang sejenis.

Pemberian remunerasi bagi Dewan komisaris dan Direksi Jasa Raharja mengacu pada Peraturan Menteri BUMN Nomor PER-01/MBU/05/2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN, komponen remunerasi untuk setiap anggota Dewan Komisaris terdiri dari gaji, tunjangan, fasilitas, dan tantiem. Sesuai Peraturan tersebut gaji Direksi menjadi variabel utama sebagai perhitungan besaran gaji/honorarium bagi Dewan Komisaris dan Anggota Direksi Lainnya.

1. Direktur Utama : Berdasarkan Keputusan Menteri dan menjadi Acuan Utama (100%)
2. Wakil Direktur Utama : Sebesar 95% dari gaji Direktur Utama
3. Direktur SDM : Sebesar 90% dari gaji Direktur Utama
4. Direksi Lainnya : Sebesar 85% dari gaji Direktur Utama
5. Komisaris Utama : Sebesar 45% dari gaji Direktur Utama
6. Wakil Komisaris Utama : Sebesar 42,5% dari gaji Direktur Utama
7. Komisaris Lainnya : Sebesar 90% dari gaji Komisaris Utama

STRUKTUR REMUNERASI

Berdasarkan Surat dari Menteri Badan Usaha Milik Negara No. S-461/MBU/D5/05/2019 tanggal 31 Mei 2019 tentang Penyampaian Penetapan Penghasilan Direksi dan Dewan Komisaris Jasa Raharja (Persero) Tahun 2019, penghasilan tahun 2019 dan tantiem/Insentif Kerja (IK) tahun buku 2018 adalah sebagai berikut:

1. Gaji/honorarium, Tunjangan dan Fasilitas
   a. Gaji Direktur Utama menjadi dasar penetapan gaji/honorarium Direktur lainnya.
   b. Gaji Direktur ditetapkan sebesar 85% dari gaji Direktur Utama.
   c. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama, sedangkan honorarium anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama.
   d. Pemberian tunjangan dan/atau fasilitas bagi Direksi dan Dewan Komisaris diberikan sesuai ketentuan.
   e. Gaji/honorarium bagi Direksi dan Dewan Komisaris untuk Tahun 2018 berlaku efektif sejak tanggal 1 Januari 2018.

1. Target achievement.
2. Income of the Company.
3. Assets of the Company.
4. Condition, health index, and financial capability of the Company.
5. Inflation Rate.
6. Other relevant factors (merit system), including remuneration rate that is commonly applicable in a similar industry.

The provision of remuneration for the Board of Commissioners and Directors of Jasa Raharja refers to the Regulation of the Minister of SOEs Number PER-01/MBU/05/2019 concerning the Fourth Amendment to the Regulation of the Minister of SOEs No. PER-04/MBU/2014 Regarding Guidelines for Determining the Remuneration of Directors, Board of Commissioners, and Supervisory Board of SOEs. The remuneration component for each member of the Board of Commissioners consists of salary, allowances, facilities, and bonuses. According to this regulation, the salary of the Board of Directors is the main variable as the calculation of the salary/honorarium for the Board of Commissioners and other members of the Board of Directors.

1. President Director: Main Variable (100%)
2. Deputy President Director : 95% of the President Director's salary.
3. HR Director : 90% of the President Director's salary
4. Other Directors: 85% of the President Director's salary
5. President Commissioner : 45% of the salary of the President Director
6. Deputy President Commissioner : 42.5% of the salary of the President Director
7. Other Commissioners: 90% of the salary of the President Commissioner

REMUNERATION STRUCTURE

Pursuant to Letter of Ministry of SOEs No. S-461/MBU/D5/05/2019 dated May 31, 2019 concerning Disclosure of Determination of Remuneration for the Board of Directors and Board of Commissioners of PT Jasa Raharja (Persero) in 2019, Income in 2019 and bonus/Job Incentive (IK) for fiscal year of 2018 are as follows:

1. Salary/Honorarium, Allowances, and Facilities
   a. The salary of the President Director becomes the basis for determining the salary/honorarium of other Directors.
   b. Director salary is set at 85% of the President Director salary.
   c. Honorarium of President Commissioner is determined at 45% of the salary of the President Director, while honorarium of members of Board of Commissioners is 90% of the honorarium of President Commissioner.
   d. Allowance and/or facility for the Board of Directors and Board of Commissioners are provided according to the provisions.
   e. Salary/honorarium for Board of Directors and Board of Commissioners for 2018 are effective since January 1, 2018.

2. Bagi anggota Direksi yang sudah ada menyebabkan gaji yang diterima menjadi lebih kecil dari gaji pada tahun buku sebelumnya, maka anggota direksi yang sudah ada tersebut menggunakan gaji yang diterima tahun sebelumnya.
3. Total Tantiem/Insentif Kerja (IK) untuk Direksi dan Dewan Komisaris tahun buku 2018 ditetapkan dengan ketentuan:

   a. Tantiem/IK Direktur Utama, Anggota Direksi Lainnya dan Komisaris Utama masing-masing sebesar 100%, 90% dan 45% dari Tantiem/IK Direktur Utama sedangkan Tantiem/IK anggota Dewan Komisaris sebesar 90% dari Tantiem/IK Komisaris Utama. Besaran Tantiem/IK dihitung proporsional sesuai masa jabatan masing-masing Direksi dan Dewan Komisaris Tahun 2018.

   b. Pajak Penghasilan (PPh) atas tantiem menjadi beban penerima dan tidak diperkenankan untuk dibebankan sebagai biaya Perseroan.

2. For existing members of the Board of Directors whose salary became smaller than their salary in the previous year, the existing Directors will receive the salary as received in the previous year.
3. Total Bonus/Job Incentive (IK) for the Board of Directors and Board of Commissioners in fiscal year 2018 was determined with provisions as follows:
   a. Bonus/IK of President Director, Other Directors, and President Commissioners are 100%, 90%, and 45% of the Bonus/IK of President Director respectively, while the Bonus/IK of the other Commissioners is 90% of the Bonus/IK of the President Commissioner. The amount of Bonus/IK is calculated proportionally based on the tenure of each member of the Boards of Commissioners and Directors in 2018.
   b. Income Tax (PPh) of the bonus is borne by the receiver and may not be charged as Company Expenses.

Tahun 2020, sehubungan dengan terjadinya pandemi COVID-19 yang menjadi keprihatinan nasional, maka remunerasi bagi anggota Dewan Komisaris dan Direksi Perseroan tidak mengalami perubahan dari tahun sebelumnya, yaitu sesuai dengan Surat Menteri Badan Usaha Milik Negara No. S-461/MBU/D5/05/2019 tanggal 31 Mei 2019 tentang Penyampaian Penetapan Penghasilan Direksi dan Dewan Komisaris PT Jasa Raharja (Persero) Tahun 2019, yaitu sebagai berikut:

In 2020, due to the COVID-19 pandemic which has become a national concern, the remuneration for members of the Board of Commissioners and Board of Directors of the Company has not changed from the previous year, which is in accordance with the Letter of the Minister of State-Owned Enterprises Number S-461/MBU/D5/05/2019 dated May 31, 2019, concerning Submission of Determination of Income for the Directors and Board of Commissioners of PT Jasa Raharja (Persero) for 2019, which are as follows:

Jenis Penghasilan Type of Income	**Direksi** Board of Directors	**Dewan Komisaris** Board of Commissioners	**Keterangan** Remarks
1. Honorarium Salary	Rp734.250.000/bulan untuk 5 orang Direksi IDR734,250,000/month for 5 Directors	Rp341.550.000/bulan untuk 6 orang Dewan Komisaris IDR341,550,000/month for 6 Commissioners	Sesuai Surat Menteri Badan Usaha Milik Negara No. S-461/MBU/D5/05/2019 In Accordance with the Letter of the Minister of State-Owned Enterprises No. S-461/MBU/D5/05/2019
2. Tunjangan Allowances			
Tunjangan Hari Raya Religious Holiday Allowance	1 (satu) kali gaji 1 month salary	1 (satu) kali honorarium 1 month salary	Sesuai PER-04/MBU/2014 jo PER-01/MBU/06/2017 In accordance with PER-04/MBU/2014 in conjunction with PER-01/MBU/06/2017
Asuransi Purna Jabatan Post-Employment Allowance	Premi yang ditanggung oleh Perseroan sebesar 25% dari gaji dalam 1 tahun Premium borne by the Company is 25% of salary in 1 year	Premi yang ditanggung oleh Perseroan sebesar 25% dari gaji dalam 1 tahun Premium borne by the Company is 25% of salary in 1 year	Sesuai PER-04/MBU/2014 jo PER-01/MBU/06/2017 jo PER-06/MBU/06/2018 In accordance with PER-04/MBU/2014 in conjunction with PER-01/MBU/06/2017 in conjunction with PER-06/MBU/06/2018

Jenis Penghasilan Type of Income	Direksi Board of Directors	Dewan Komisaris Board of Commissioners	Keterangan Remarks
Tunjangan Perumahan Housing Allowance	Tunjangan Perumahan termasuk Biaya Utilitas diberikan secara bulanan sebesar 40% x Gaji, dengan ketentuan max. Rp27.500.000,- untuk wilayah Ibukota Negara. Dalam hal BUMN telah memiliki rumah jabatan, maka Anggota Direksi wajib mempergunakan rumah jabatan tsb, dan Ybs tidak diberikan Tunjangan Perumahan. Housing allowances, which include its utility costs, are given monthly at a rate of 40% of the Salary, subject to a maximum of IDR27,500,000 for the capital City of the Country. In the event that a State-Owned Enterprise has an official housing, the Member of the Board of Directors is obliged to use that housing, and no Housing Allowance is given.	Tidak Ada Not provided	Sesuai PER-04/MBU/2014 jo PER-01/MBU/06/2017 jo PER-06/MBU/06/2018 Apabila Perseroan menyediakan rumah jabatan Direksi maka wajib dipergunakan sampai masa jabatan Direksi berakhir dan yang bersangkutan tidak diberikan Tunjangan Perumahan. In accordance with PER-04/MBU/2014 in conjunction with PER-01/MBU/06/2017 in conjunction with PER-06/MBU/06/2018 In the event that the Company has provided house for Board of Directors, it shall be used until the tenure of the Directors ended, and the concerned is not provided with Housing Allowance.
Tunjangan Transportasi Transportation Allowance	Tidak Ada Not provided	20% dari honorarium perbulan 20% of honorarium per month	
3. Fasilitas Salary			
Fasilitas Kendaraan Vehicle Facilities	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perseroan 1 (one) unit as well as the maintenance and operational costs, by taking into account the Company's financial condition	Tidak Ada Not provided	Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 2.500 cc. The specifications and types of vehicles are regulated by the Board of Commissioners with a maximum limit of 2,500 cc.
Fasilitas Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*) In the form of health insurance or at cost	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*) In the form of health insurance or at cost	Sesuai PER-04/MBU/2014 jo PER-01/MBU/06/2017 jo PER-06/MBU/06/2018 In accordance with PER-04/MBU/2014 in conjunction with PER-01/MBU/06/2017 in conjunction with PER-06/MBU/06/2018
Fasilitas Bantuan Hukum Legal Assistance Facilities	Sebesar Pemakaian (*at cost*) At cost	Sebesar Pemakaian At cost	Sesuai PER-04/MBU/2014 jo PER-01/MBU/06/2017 jo PER-06/MBU/06/2018 In accordance with PER-04/MBU/2014 in conjunction with PER-01/MBU/06/2017 in conjunction with PER-06/MBU/06/2018

BONUS/TANTIEM

Perseroan memberikan bonus kinerja kepada anggota Direksi dan Dewan Komisaris atas kinerja Perseroan untuk tahun buku 2019. Besaran tantiem bagi anggota Dewan Komisaris dan Direksi atas kinerja tahun buku 2019 juga mengalami penyesuaian sehubungan dengan terjadinya pandemi COVID-19 di Indonesia. Kementerian BUMN dan Perseroan memiliki semangat yang sama untuk mendahulukan kepentingan masyarakat luas ketimbang kepentingan pribadi dan kelompok.

TANTIEM

The Company provides performance bonuses to members of the Board of Directors and Board of Commissioners for the Company's performance for the 2019 fiscal year. The amount of bonuses for members of the Board of Commissioners and Board of Directors for the performance of the 2019 fiscal year has also been adjusted due to the COVID-19 pandemic in Indonesia. The Ministry of SOEs and the Company share the same spirit of prioritizing the interests of the wider community over personal and group interests.

RAPAT DEWAN KOMISARIS DAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

RAPAT DEWAN KOMISARIS

Sepanjang tahun 2020, Dewan Komisaris menyelenggarakan rapat sebanyak 12 kali. Pelaksanaan rapat dihadiri oleh Dewan Komisaris dan Sekretaris Dewan Komisaris yang bertugas untuk membuat dan mempersiapkan dokumen risalah rapat dan disimpan sebagai arsip. Adapun frekuensi kehadiran dan agenda rapatnya sebagai berikut:

MEETING OF THE BOARD OF COMMISSIONERS

Throughout 2020, the Board of Commissioners held 12 meetings. The meeting was attended by the Board of Commissioners and the Secretary of the Board of Commissioners who are tasked with making and preparing the minutes of meeting documents and archiving them. The attendance frequency and meeting agenda are as follows:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Budi Setiyadi	Komisaris Utama President Commissioner	12	12	100%
Setya Utama	Komisaris Commissioner	11	11	100%
Antonius	Komisaris Independen Independent Commissioner	12	11	91,67%
Suprianto	Komisaris Commissioner	12	12	100%
Humaniati	Komisaris Commissioner	12	11	91,67%
Rimawan Pradiptyo*	Komisaris Independen Independent Commissioner	1	1	100%
Dyah Kartika Rini**	Komisaris Independen Independent Commissioner	2	2	100%

*) Diangkat 18 November 2020
**) Diangkat 26 Oktober 2020
*) Appointed November 18, 2020
**) Appointed October 26, 2020

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	1 Februari 2020 February 1, 2020	Pembahasan Kinerja Bulan Desember 2019 Discussion on December 2019 Performance
2	20 Februari 2020 February 20, 2020	Pembahasan Kinerja Bulan Januari 2020 Discussion on January 2020 Performance
3	12 Maret 2020 March 12, 2020	Pembahasan Kinerja Bulan Februari 2020 Discussion on February 2020 Performance
4	15 April 2020 April 15, 2020	Pembahasan Kinerja Bulan Maret 2020 Discussion on March 2020 Performance
5	13 Mei 2020 May 13, 2020	Pembahasan Kinerja Bulan April 2020 Discussion on April 2020 Performance
6	12 Juni 2020 June 12, 2020	Pembahasan Kinerja Bulan Mei 2020 Discussion on May 2020 Performance

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
7	13 Juli 2020 July 13, 2020	Pembahasan Kinerja Bulan Juni 2020 Discussion on June 2020 Performance
8	13 Agustus 2020 August 13, 2020	Pembahasan Kinerja Bulan Juli 2020 Discussion on July 2020 Performance
9	11 September 2020 September 11, 2020	Pembahasan Kinerja Bulan Agustus 2020 Discussion on August 2020 Performance
10	14 Oktober 2020 October 14, 2020	Pembahasan Kinerja Bulan September 2020 Discussion on September 2020 Performance
11	16 November 2020 November 16, 2020	Pembahasan Kinerja Bulan Oktober 2020 Discussion on October 2020 Performance
12	14 Desember 2020 December 14, 2020	Pembahasan Kinerja Bulan November 2020 Discussion on November 2020 Performance

RAPAT DIREKSI

Direksi memiliki kewajiban untuk menyelenggarakan rapat minimal sebulan sekali dan risalah rapat akan dibuat oleh Sekretaris Perusahaan ditandatangani oleh seluruh anggota Direksi untuk kemudian diarsipkan. Sepanjang tahun 2020, Direksi melangsungkan rapat Direksi sebanyak 59 (lima puluh sembilan) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

BOARD OF DIRECTORS MEETING

The Board of Directors has the obligation to hold a meeting at least once a month and the minutes of the meeting will be prepared by the Corporate Secretary and signed by all members of the Board of Directors for the archive. Throughout 2020, the Board of Directors held 59 (fifty-nine) Board of Directors meetings with the following agenda and frequency of attendance:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Budi Raharjo Slamet	Direktur Utama President Director	59	58	98%
Amos Sampetoding	Direktur Operasional Director of Operations	59	59	100%
Myland	Direktur Keuangan Director of Finance	59	53	90%
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	59	57	97%
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	59	58	98%

Agenda Rapat
Meeting Agenda

No	Tanggal Date	Agenda Agenda
1	7 Januari 2020 January 7, 2020	1. Pembahasan Kasus *Surety Bond* CV Dewi Perkasa; 2. Pembahasan Sengketa Tanah di Ambarawa, Dll. 1. Discussion of the CV Dewi Perkasa Surety Bond Case; 2. Discussion of Land Disputes in Ambarawa, Etc.
2	9 Januari 2019 January 9, 2019	Pembahasan Penerapan *Grading* Akibat Reklasifikasi Cabang, Dll; Discussion on the Application of Grading Due to Branch Reclassification, Etc.
3	14 Januari 2019 January 14, 2019	1. Finalisasi Materi RUPS RKAP 2019; 2. Tutup Buku dan Notisi KAP 2019; 3. Rencana RUPS RKAP Anak Perusahaan dan Rapat Pendiri RKA Dana Pensiun TB 2020, Dll. 1. Finalization of 2019 RKAP GMS Material; 2. 2019 KAP Cut-off and Notice; 3. Plans for the GMS of the Subsidiaries' Company Work Plan and Budget as well as the Meeting of the Founders of Pension Fund RKA Fiscal Year 2020, Etc.
4	21 Januari 2019 January 21, 2019	1. *Update* Jadwal RUPS Pengesahan RKAP Anak Perusahaan dan Rapat Pendiri Pengesahan RKA DPJR TB 2020; 2. *Update* Persiapan Acara Penandatanganan MoU dan PKS antara POLRI dan Jasa Raharja; 3. *Update* Persiapan *Kick Off* Mudik Gratis BUMN; 4. Pengisian Jabatan Strategis Perseroan. 1. Update Schedule of the GMS Ratification of Subsidiaries' Company Work Plan and Budget and Founder's Meeting to Approve RKA DPJR Fiscal Year 2020; 2. Update on the Preparation for the Signing of the MoU and PKS between the Indonesian National Police and Jasa Raharja; 3. Update on the Preparation for the Free Homecoming Kick Off for SOEs; 4. Filling the Company's Strategic Positions.
5	27 Januari 2019 January 27, 2019	1. Pembahasan Isu Strategis Terkait RUPS Pengesahan RKAP JP TB 2020; 2. Pembahasan Pengisian Jabatan Strategis Perseroan. 1. Discussion of Strategic Issues Related to the GMS Ratification of the 2020 RKAP JP Fiscal Year 2020; 2. Discussion on Filling the Company's Strategic Positions.
6	4 Februari 2019 February 4, 2019	1. *Update* Tindak Lanjut Arahan Pendiri pada Rapat Pendiri DPJR; 2. Persiapan Penandatanganan MoU POLRI dan Jasa Raharja, Dll. 1. Follow-up Update on Founders' Guidances at the DPJR Founders Meeting; 2. Preparation for the signing of the MoU between the Indonesian National Police and Jasa Raharja, Etc.
7	12 Februari 2019 February 12, 2019	1. *Update General Audit* Laporan Keuangan TB 2019; 2. Pengisian Jabatan-Jabatan Strategis Perseroan, Dll. 1. Update on General Audit of Financial Report Fiscal Year 2019; 2. Filling the Company's Strategic Positions, Etc.
8	18 Februari 2019 February 18, 2019	1. *Update* Materi Rapat Dengar Pendapat (RDP) Komisi VI DPR RI; 2. *Update* Tindak Lanjut Pengurus DPJR atas Arahan Pendiri pada Pra Rapat Pendiri DPJR tentang Pengesahan RKA DPJR 2020; 3. Pengisian Jabatan Strategis Perseroan, Dll. 1. Update on the Material for the Hearing (RDP) with the Commission VI of the Indonesian House of Representatives; 2. Follow-up update of the DPJR Management based on the Founder's Guidance at the Pre-Meeting of the DPJR Founders regarding the Ratification of the 2020 RKA of DPJR; 3. Filling the Company's Strategic Positions, Etc.
9	25 Februari 2019 February 25, 2019	*Update* Materi Rapat Dengar Pendapat (RDP) Komisi VI DPR RI, Dll. Update on the Material for the Hearing (RDP) with Commission VI of the Indonesian House of Representatives, etc.

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10	3 Maret 2019 March 3, 2019	1. *Business Continuity Management* terhadap Virus Corona (COVID 19); 2. Pengadaan Jasa Konsultan *Corporate Planning;* 3. Persetujuan Korlantas untuk Transaksi Samolnas *Planning;* 4. Usulan Re-Klasifikasi Aset terkait Program Dana Pensiun; 5. Program Sertifikasi ISO 37000 "Sistem Manajemen Anti Penyuapan", Dll. 1. Business Continuity Management against Corona Virus (COVID 19); 2. Procurement of Corporate Planning Consultant Services; 3. Korlantas Approval for Samolnas Planning Transaction; 4. Proposed Re-Classification of Assets related to the Pension Fund Program; 5. ISO 37000 Certification Program on "Anti-Bribery Management System", Etc.
11	10 Maret 2019 March 10, 2019	1. Pengisian Jabatan Kadiv Akuntansi dan Jabatan Strategis Perseroan; 2. Tunjangan Kinerja Individu Semester II Tahun 2019; 3. *Update* Hasil Rapat Kerja Koordinasi Calon Induk *Holding* Bersama Anggota *Holding* BUMN Sektro; Perasuransian dan Penjaminan Bidang Keu. Penyusunan RJPP dan SDM, Dll. 1. Filling in the Position of the Head of the Accounting Division and the Company's Strategic Position; 2. Allowance for Second Semester Individual Performance in 2019; 3. Update on the results of the Coordination Work Meeting of Prospective Holding Partners with Members of the Holding for the Insurance and Guarantee Sector in the Finance Sector. Preparation of RJPP and HR, Etc.
12	12 Maret 2019 March 12, 2019	*Business Continuity Management* (BCM) terhadap penyebaran Virus Corona (COVID 19). Business Continuity Management (BCM) against the spread of the Corona Virus (COVID 19).
13	17 Maret 2020 March 17, 2020	1. Penambahan Modal Setor Anak Perusahaan; 2. Penambahan Gambaran Umum *Draft* Keputusan Direksi tentang Perjalanan Dinas; 3. *Draft* Keputusan Direksi tentang Disiplin Pegawai, Dll. 4. Additional Paid-Up Capital of Subsidiaries; 5. Addition of an Overview of the Draft of the Decree of the Board of Directors regarding Official Travel; 6. Draft of the Decree of the Board of Directors regarding Employee Discipline, Etc.
14	24 Maret 2020 March 24, 2020	1. Pembayaran Jasa Produksi Pegawai TB 2019; 2. Pengisian Jabatan Strategis Perseroan dan Habisnya Masa Tugas Ketua dan Anggota Dewan Pengawas serta Pengurus Dana Pensiun JR; 3. Tindak Lanjut Aspek Legal dari Terbitnya PP Nomor 20 Tahun 2020 tanggal 16 Maret 2020 (*Holding* Perasuransian dan Penjaminan), Dll. 1. Payment for Employee Production Services in Fiscal Year 2019; 2. Filling the Company's Strategic Positions and Expiration of the Term of Service of the Chairperson and Members of the Supervisory Board and JR Pension Fund Management; 3. Follow-up on Legal Aspects from the issuance of PP Number 20 of 2020 dated March 16, 2020 (Holding for the Insurance and Guarantee Sector), Etc.
15	31 Maret 2020 March 31, 2020	1. Tindak Lanjut atas Kasus Kaper Watampone Cabang Sulawesi Selatan; 2. Pembahasan Usulan Perpanjangan Skema *Work Form Home* (WFH), Dll. 1. Follow-up on the case of Head of Watampone Head of Representative of South Sulawesi Branch; 2. Discussion on the Proposed Extension of the Work Form Home (WFH) Scheme, Etc.
16	6 April 2020 April 6, 2020	1. Pembahasan Mengenai Langkah Strategis atas Surat KBUMN Nomor S-198/MBU/03/2020 tanggal 31 Maret 2020 tentang Persetujuan Pengalihan Saham; 2. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Discussion on Strategic Actions on KBUMN Letter Number S-198/MBU/03/2020 dated March 31, 2020 regarding Approval for Transfer of Shares; 2. Other Matters Deemed Necessary from Each Directorate.

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17	7 April 2020 April 7, 2020	1. Usulan Penyesuaian KPI Cabang Akibat Penurunan Kinerja Pendanaan sebagai Dampak dari COVID 19; 2. Permohonan BPUI tentang Bantuan SDM Bidang Stratejik dan Akuntansi; 3. Tanda Tangan Elektronik pada FPPT; 4. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Proposal for Adjusting Branch KPIs Due to Decreased Funding Performance as Impact of COVID 19; 2. BPUI's Proposal for HR Assistance in Strategic and Accounting Sector; 3. Electronic Signature on FPPT; 4. Other Matters Deemed Necessary from Each Directorate.
18	16 April 2020 April 16, 2020	1. Pengisian Jabatan Strategis Perseroan; 2. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Filling the Company's Strategic Position; 2. Other Matters Deemed Necessary from Each Directorate.
19	20 April 2020 April 20, 2020	Pembahasan Materi Presentasi Direksi tentang Pengenalan Perseroan kepada PT Bahana PUI (Persero). Discussion of the Board of Directors' Presentation Material on the Company's Introduction to PT Bahana PUI (Persero).
20	28 April 2020 April 28, 2020	1. Kebijakan Terkait Penempatan Pejabat Perseroan Pasca Keputusan Mutasi/Promosi pada Masa Bencana COVID 19; 2. *Update* Perkembangan Kondisi Operasional Perseroan; 3. Rencana Jadwal dan Persiapan RUPS Lap. Keu. 2019 (Induk, Anak Perusahaan dan Dapen); 4. Tindak Lanjut Arahan Pemegang Saham pada Pertemuan Pengenalan tanggal 23 April 2020 terkait Anak Perusahaan; 5. Program Donasi THR dan Kebijakan THR untuk Karyawan dan Pengurus DPJR; 6. Program Asistensi BoD kepada Pegawai; 7. Pembahasan Mengenai Terbitnya SK Mutasi dan Promosi Nomor 22 tanggal 20 April 2020; 8. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Policy Regarding the Placement of Company Officials After the Transfer/Promotion during the COVID 19 Disaster; 2. Update on the Company's Operational Conditions; 3. Planned Schedule and Preparation of the GMS on 2019's Financial Statement (Parent, Subsidiary and Pension Fund); 4. Follow-up to Shareholders' Guidance at the Introduction Meeting on April 23, 2020, regarding Subsidiaries; 5. THR Donation Program and THR Policy for DPJR Employees and Management; 6. BoD Assistance Program for Employees; 7. Discussion regarding the issuance of the Decision Letter on Mutation and Promotion Number 22 dated April 20, 2020; 8. Other Matters Deemed Necessary from Each Directorate.
21	5 Mei 2020 May 5, 2020	1. *Update* Emiten Saham Bursa yang Terdampak COVID 19 dan Potensi *Default* atas Surat Berharganya; 2. Pengisian Jabatan Strategis Perseroan; 3. Rencana Kunjungan ke Pos PAM Ops. Ketupat 2020; 4. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Update on Stock Exchange Issuers Affected by COVID 19 and Potential Defaults for their Securities; 2. Filling the Company's Strategic Positions; 3. Planned Visit to PAM Ops Ketupat 2020 posts; 4. Other Matters Deemed Necessary from Each Directorate.
22	12 Mei 2020 May 12, 2020	1. Pelepasan Penundaan Penjawab yang telah Dimutasi/Promosi Akibat PSBB; 2. Antisipasi Konsep *The New Normal* KBUMN; 3. Pengisian Jabatan Strategis Perseroan; 4. Usulan Kerja Sama Pengelolaan Biaya Rawatan Korban Laka Lantas dengan Ad Medika; 5. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Release of Postponed Responders who have been Transferred/Promotions Due to Large-Scale Social Restrictions (PSBB); 2. Anticipate KBUMN's The New Normal Concept; 3. Filling the Company's Strategic Positions; 4. Proposed Cooperation in Management of the Cost of Treatment for Traffic Accident Victims with Ad Medika; 5. Other Matters Deemed Necessary from Each Directorate.

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23	19 Mei 2020 May 19, 2020	1. Usulan Kerja Sama Pengelolaan Biaya Rawatan Korban Laka Lantas dengan Ad Medika; 2. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Proposed Cooperation in Management of the Cost of Treatment for Traffic Accident Victims with Ad Medika; 2. Other Matters Deemed Necessary from Each Directorate.
24	27 Mei 2020 May 27, 2020	1. Konsep "*The New Normal*" Protokol BCM terhadap COVID 19 *Readiness* di Jasa Raharja; 2. Pembahasan Remunerasi Direksi dan Komisaris; 3. Pengisian Jabatan Strategis Perseroan; 4. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. The concept of "The New Normal" BCM Protocol against COVID 19 Readiness at Jasa Raharja; 2. Discussion of Remuneration for Directors and Commissioners; 3. Filling the Company's Strategic Positions; 4. Other Matters Deemed Necessary from Each Directorate.
25	4 Juni 2020 June 4, 2020	1. Tindak Lanjut Arahan Pemegang Saham pada Rapat Teknis Pembahasan Laporan Manajemen TB 2019 tanggal 28 Mei 2020; 2. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Follow-up to Shareholders' Guidance at the 2019 Fiscal Year Management Report Discussion Technical Meeting on May 28, 2020; 2. Other Matters Deemed Necessary from Each Directorate.
26	9 Juni 2020 June 9, 2020	1. *Quick Wins* Tindak Lanjut Arahan Pemegang Saham pada Rapat Teknis Pembahasan Laporan Manajemen TB 2019 tanggal 28 Mei 2020; 2. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Quick Wins Follow Up on Shareholders' Guidance at the 2019 Fiscal Year Management Report Discussion Technical Meeting on May 28, 2020; 2. Other Matters Deemed Necessary from Each Directorate.
27	16 Juni 2020 June 16, 2020	1. Analisis Penempatan Investasi RDPT Bahana Sinergi BUMN *Fund* I; 2. Inisiatif Strategis (*Quick Wins*); 3. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Analysis of Investment Placement of RDPT Bahana Sinergi BUMN Fund I; 2. Strategic Initiatives (Quick Wins); 3. Other Strategic Matters from Each Directorate.
28	23 Juni 2020 June 23, 2020	1. Isu-isu strategis Perseroan; 2. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Company's strategic issues; 2. Other Strategic Matters from Each Directorate.
29	30 Juni 2020 June 30, 2020	1. *Update* Persiapan Rapat Umum Pemegang Saham (RUPS) Persetujuan Laporan Keuangan *Audited* TB 2019 PT Jasa Raharja; 2. Hasil Rapat BPUI; 3. Persiapan RUPS JP; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Update on Preparation for the General Meeting of Shareholders (GMS) Approval of the 2019 Fiscal Year Audited Financial Statements of PT Jasa Raharja; 2. Result of BPUI Meeting; 3. Preparation of JP's GMS; 4. Other Strategic Matters from Each Directorate.

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30	7 Juli 2020 July 7, 2020	1. Pembahasan Penetapan Remunerasi Tahun 2020 dan Tantiem Direksi & Komisaris JP Tahun 2019; 2. Penerimaan SW di Cabang Kalbar; 3. Usulan Metode Perhitungan Kenaikan Besaran SW; 4. Pengisian Jabatan Strategis Perseroan; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion on Determination of Remuneration in 2020 and Bonus for Directors & Commissioners of JP in 2019; 2. Revenue from Compulsory Contribution at the West Kalimantan Branch; 3. Proposed Method of Calculation of Increase in Compulsory Contribution amount; 4. Filling the Company's Strategic Positions; 5. Other Strategic Matters from Each Directorate.
31	14 Juli 2020 July 14, 2020	1. Usulan Metode Perhitungan Kenaikan Besaran SW; 2. Pengisian Jabatan Strategis Perseroan; 3. Hal-hal Lain yang Dianggap Perlu dari Masing-Masing Direktorat. 1. Proposed Method of Calculation of Increase in Compulsory Contribution amount; 2. Filling the Company's Strategic Positions; 3. Other Strategic Matters from Each Directorate.
32	21 Juli 2020 July 21, 2020	1. Pengisian Jabatan Strategis Perseroan; 2. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Filling the Company's Strategic Positions; 2. Other Strategic Matters from Each Directorate.
33	28 Juli 2020 July 28, 2020	1. Lanjutan Pembahasan Pengisian Jabatan Strategis Perseroan; 2. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Continuation of Discussion on Filling the Company's Strategic Positions; 2. Other Strategic Matters from Each Directorate.
34	5 Agustus 2020 August 5, 2020	1. Pembahasan Provider Asuransi Kesehatan; 2. *Update* Pengadaan Belanja Modal dan Belanja Rutin; 3. Biaya *Rapid Test* dan APD terhadap Korban Laka; 4. Laporan Hasil Kerja BKO Sdr. M. Reza Ardibyo di Korlantas; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion of Health Insurance Providers; 2. Update on Procurement of Capital Expenditures and Routine Expenditures; 3. Cost of Rapid Test and PPE for Accident Victims; 4. Report on the results of BKO's work, Mr. M. Reza Ardibyo at Korlantas; 5. Other Strategic Matters from Each Directorate.
35	11 Agustus 2020 August 11, 2020	1. Persiapan Rapat Teknis Revisi RKAP 2020 bersama Pemegang Saham; 2. Remunerasi BoC & BoD Anak Perusahaan dan Dewan Pengawas & Pengurus DPJR; 3. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Preparation of the 2020 RKAP Revision Technical Meeting with the Shareholders; 2. Remuneration of the BoC & BoD of Subsidiaries and the Supervisory Board & Management of DPJR; 3. Other Strategic Matters from Each Directorate.
36	18 Agustus 2020 August 18, 2020	1. Remunerasi Dewan Pengawas dan Pengurus DPJR; 2. Penempatan *Staff* Khusus DPR di JR; 3. Perkembangan Usaha Bank BKE; 4. *Update* Kasus di Ternate; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Remuneration for the Supervisory Board and the Management of the DPJR 2. Placement of Special Staff of the People's House of Representative in JR; 3. Business Development of Bank BKE; 4. Case Update in Ternate; 5. Other Strategic Matters from Each Directorate.

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37	25 Agustus 2020 August 25, 2020	1. Evaluasi Implementasi BCM Protokol Pencegahan dan Penanganan COVID; 2. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Evaluation of the Implementation of the BCM Protocol on COVID Prevention and Handling; 2. Other Strategic Matters from Each Directorate.
38	1 September 2020 September 1, 2020	1. Pembahasan Angka Proyeksi Keuangan RJPP 2020-2024; 2. Pembahasan Mengenai *Update* Kondisi Kepala Cabang Banten yang terkonfirmasi COVID-19; 3. Pembahasan Implementasi dan Sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan; 4. Kesiapan Kondisi Alat Pemadam Kebakaran di Kantor-Kantor JR; 5. *Rapid Test* Tenaga Penunjang; 6. *Update progress* Laporan Revisi RKAP JP bersama KBUMN dan Cara Perhitungan Tingkat Kesehatan JR; 7. Pengisian Jabatan Strategis Perseroan; 8. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion on the 2020-2024 RJPP Financial Projection Figures; 2. Discussion regarding the update on the condition of the Head of the Banten Branch who was confirmed of COVID-19; 3. Discussion on Implementation and Certification of ISO 37001:2016 Anti-Bribery Management System; 4. Readiness of fire extinguishers at JR Offices; 5. Rapid Test of Supporting Personnel; 6. Update on the progress of the JP RKAP Revision Report with KBUMN and the JR Health/Soundness Level Calculation Method; 7. Filling Strategic Positions of the Company; 8. Other Strategic Matters from Each Directorate.
39	8 September 2020 September 8, 2020	1. *Update* Implementasi BCM Protokol Penanganan COVID-19; 2. Rencana Internalisasi *Core Value* AKHLAK; 3. Evaluasi Realisasi Program Belanja Modal Tahun 2020; 4. *Update* Kerja Sama dengan Ad Medika; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Update on the Implementation of the BCM Protocol of COVID-19 Handling; 2. AKHLAK Core Value Internalization Plan; 3. Evaluation of Capital Expenditure Program Realization in 2020; 4. Update cooperation with Ad Medika; 5. Other Strategic Matters from Each Directorate.
40	9 September 2020 September 9, 2020	1. Usulan Pemanfaatan Program *e-Procurement* JR oleh *Holding* IFG; 2. Pelaksanaan Program Asuransi Kesehatan Pegawai; 3. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Proposed Utilization of JR e-Procurement Program by IFG Holding; 2. Implementation of the Employee Health Insurance Program; 3. Other Strategic Matters from Each Directorate.
41	10 September 2020 September 10, 2020	1. Pengamanan Aset Tetap Perseroan di Cabang Kalimantan Timur; 2. Restrukturisasi Polis Asuransi Kumpulan Jiwasraya; 3. Pembahasan Temuan Audit SPI di Cabang Kalimantan Selatan; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Safeguarding the Company's Fixed Assets in the East Kalimantan Branch; 2. Restructuring the Jiwasraya Group Insurance Policy; 3. Discussion of Internal Audit Unit's Findings in South Kalimantan Branch; 4. Other Strategic Matters from Each Directorate.
42	15 September 2020 September 15, 2020	1. Penetapan Penggunaan Sisa Hasil Usaha Tahun Buku 2019 Dana Pensiun Jasa Raharja; 2. Laporan Tim atas *Progress* Pengadaan *Renewal* ATS *Oracle Database* dan *Middleware* Tahun 2020; 3. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Determination of the use of the remaining operating income for the 2019 Fiscal Year of the Jasa Raharja's Pension Fund; 2. Team Report on Procurement Progress of 2020 ATS Oracle Database and Middleware Renewal; 3. Other Strategic Matters from Each Directorate.

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43	16 September 2020 September 16, 2020	1. Tindak Lanjut atas Surat OJK Nomor S-596/NB.21/2020 tanggal. 10 September 2020; 2. Progres Kasus Sengketa Tanah Tanjung Selor; 3. Tanggapan atas Surat Sdr. Naek Pasaribu; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Follow-up on OJK Letter Number S-596/NB.21/2020 dated September 10, 2020; 2. Progress of the Tanjung Selor Land Dispute Case; 3. Response to the Letter of Mr. Naek Pasaribu; 4. Other Strategic Matters from Each Directorate.
44	12 September 2020 September 12, 2020	1. TL Surat Peringatan OJK Terkait Pemenuhan Komisaris Independen PT Jasaraharja Putera; 2. Pengadaan ERP Tahun 2020; 3. *Update* Implementasi BCM Protokol Penanganan COVID-19; 4. Pengisian Jabatan Strategis Perseroan; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Follow-up on the Letter of Warning from OJK Regarding the Fulfillment of Independent Commissioner of PT Jasaraharja Putera; 2. Procurement of ERP in 2020; 3. Update on the Implementation of the BCM Protocol on COVID-19 Handling; 4. Filling the Company's Strategic Positions; 5. Other Strategic Matters from Each Directorate.
45	24 September 2020 September 24, 2020	1. Pembahasan Hasil Temuan Cabang Kalimantan Selatan; 2. Lanjutan Pembahasan Hasil Temuan Audit di cabang Jawa Tengah; 3. Persiapan Rumusan Finalisasi RJPP tahun 2020-2024; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion of the findings of the South Kalimantan Branch; 2. Continued Discussion of Audit Findings at the Central Java branch; 3. Preparation of the 2020-2024 RJPP Finalization Formula; 4. Other Strategic Matters from Each Directorate.
46	29 September 2020 September 29, 2020	1. Permintaan Bisnis Retail IFG Untuk Akses Data Ranmor; 2. Pembahasan Rancangan KepDir tentang Besaran Iuran Untuk Program Manfaat Pensiun, Tunjangan Hari Tua dan Kesejahteraan Pegawai, serta KepDir tentang Pemberian Sumbangan Pensiun Bagi Pegawai yang Akan Memasuki Masa Pensiun; 3. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. IFG Retail Business Request for motorized Vehicles Data Access; 2. Discussion on the Draft of the Director's Decree regarding Premium for the Pension Benefit Program, Old Age Allowance and Employee Welfare, as well as the Director's Decree on Providing Pension Donations for Employees who will Enter Retirement Period; 3. Other Strategic Matters from Each Directorate.
47	6 Oktober 2020 October 6, 2020	1. *Update* Informasi Agenda yang Berhubungan dengan Direktur Utama; 2. Rencana *Golf Tournament* IFG; 3. *Draft* PKS JR-JP tentang Kolaborasi Operasional Pemasaran Produk Asuransi; 4. *Spin Off* Unit Syariah JP dan Obligasi Wajib Konversi dari RIU; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Update on Agenda Information Related to the President Director; 2. IFG Golf Tournament Plan; 3. JR-JP Cooperation Agreement Draft concerning Collaborative Operations for Insurance Product Marketing; 4. JP Sharia Unit Spin Off and Mandatory Convertible Bonds from RIU; 5. Other Strategic Matters from Each Directorate.

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48	13 Oktober 2020 October 13, 2020	1. Pengisian Jabatan Strategis Perseroan; 2. *Update* Informasi Mengenai Surat dari Lion Air Grup; 3. *Update* Perkembangan Penyusunan KPI Perseroan; 4. Usulan Kegiatan HUT JR ke 60; 5. Penggunaan Museum IFG pada Komite Inisiatif Strategis IFG; 6. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Filling the Company's Strategic Positions; 2. Update n Information Regarding Letter from Lion Air Group; 3. Update on the Development of the Company's KPI preparation; 4. Proposed Activities for JR's 60th Anniversary; 5. Use of the IFG Museum on the IFG Strategic Initiative Committee; 6. Other Strategic Matters from Each Directorate.
49	20 Oktober 2020 October 20, 2020	1. Presentasi Bisnis Sinergi IFG *Group* (GNTU, Bahana Sekuritas dan Bahana Kapital Investa); 2. *Update* Agenda Kegiatan Kunjungan bersama Kakorlantas POLRI; 3. *Update* Kegiatan MoU antara JR - IndoFarma - AdMedika; 4. Pengisian Jabatan Strategis Perseroan; 5. Persetujuan Penggunaan Laba PT Jasaraharja Putera; 6. Dukungan Partisipasi *Webinar* dari IFG Group; 7. Pencapaian Aplikasi JRku sebagai Salah Satu *Provider* SAMOLNAS; 8. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. IFG Group Synergy Business Presentation (GNTU, Bahana Sekuritas and Bahana Kapital Investa); 2. Update on the Agenda for the Visit with the Kakorlantas of Indonesia National Police Headquarters; 3. Update on MoU activities between JR - IndoFarma - AdMedika; 4. Filling the Company's Strategic Positions; 5. Approval of Profit Use of PT Jasaraharja Putera; 6. Support for Webinar Participation from IFG Group; 7. Achievement of the JRku Application as one of the SAMOLNAS providers; 8. Other Strategic Matters from Each Directorate.
50	22 Oktober 2020 October 22, 2020	1. *Talent Pool Management*; 2. Pengisian Jabatan Strategis; 3. *Update* Informasi RKAP tahun 2021; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Talent Pool Management; 2. Filling Strategic Positions; 3. Update on RKAP information for 2021; 4. Other Strategic Matters from Each Directorate.
51	26 Oktober 2020 October 26, 2020	1. *Update* Informasi Strategis Perseroan Hasil Pertemuan dengan Asdep AJL KBUMN; 2. Pengisian Jabatan Strategis Perseroan; 3. *Update* Informasi Penambahan Jumlah Komisaris dan Agenda Direktur Utama; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Update on the Company's Strategic Information from the Meeting with the Assistant Deputy for AJL KBUMN; 2. Filling the Company's Strategic Positions; 3. Update Information on the Addition of the Number of Commissioners and the Agenda of the President Director; 4. Other Strategic Matters from Each Directorate.
52	2 November 2020 November 2, 2020	1. Pembahasan Restrukturisasi Polis Jiwasraya; 2. Presentasi Persiapan HUT JR ke-60; 3. *Update* Informasi Penyempurnaan Aplikasi JRku; 4. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion on Restructuring the Jiwasraya Policy; 2. Presentation of JR's 60th Anniversary Preparation; 3. Update on JRku Application Improvement Information; 4. Other Strategic Matters from Each Directorate.

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No	Tanggal Date	Agenda Agenda
53	10 November 2020 November 10, 2020	1. Program Pesangon Pegawai yang Pensiun Sesuai dengan UU Tenaga Kerja; 2. Pedoman Komite Talenta dan Pedoman Komite Karier; 3. Usulan Peningkatan *Benefit* Santunan dan Penyesuaian Iuran dan Sumbangan Wajib JR; 4. Pengisian Jabatan Strategis Perseroan; 5. *Update* Informasi Sesat Setelah Melakukan Pertemuan dengan Para Direktur *Holding* BPUI; 6. Implementasi Aplikasi JRku; 7. Tindak Lanjut SP I OJK atas Pemenuhan Komisaris Independen PT Jasaraharja Putera; 8. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Severance Pay for Employees Who Retire in Accordance with the Manpower Law; 2. Talent Committee Guidelines and Career Committee Guidelines; 3. Proposed Increase in Compensation Benefits and Adjustment of JR's Compulsory Premium and Contribution; 4. Filling the Company's Strategic Positions; 5. Update on Misleading Information After Meeting with BPUI Holding Directors; 6. Implementation of the JRku Application; 7. Follow-up of SP I from OJK on the Fulfillment of the Independent Commissioner of PT Jasaraharja Putera; 8. Other Strategic Matters from Each Directorate.
54	19 November 2020 November 19, 2020	1. Pembahasan Lanjutan Pengisian Jabatan Strategis Perseroan; 2. Alternatif Pengadaan Aktuaris; 3. *Update* Persiapan Rakor Tim Pembina Samsat Nasional; 4. *Backup* Server IRSMS; 5. Agenda *Performance Review* untuk Anak Perusahaan; 6. Pemaparan Rapat Kerja Tahunan Tahun 2020; 7. *Update* Hasil Kerja Tim Evaluasi dalam rangka Tindak Lanjut SP I OJK Atas Pemenuhan Komisaris Independen PT Jasaraharja Putera; 8. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Further Discussion on Filling the Company's Strategic Positions; 2. Alternative Procurement of Actuaries; 3. Update on the Preparation of the Coordination Meeting for the National Samsat Development Team; 4. IRSMS Server Backup; 5. Performance Review Agenda for Subsidiaries; 6. Presentation of the 2020 Annual Work Meeting; 7. Update on the Work Results of the Evaluation Team for the Follow-up of SP I OJK on the Fulfillment of the Independent Commissioner of PT Jasaraharja Putera; 8. Other Strategic Matters from Each Directorate.
55	24 November 2020 November 24, 2020	1. *Update* Hasil Kunjungan Kerja Komisi VI DPR RI ke Pasuruan Jawa Timur; 2. *Update* Pelaksanaan Rapat Koordinasi SAMSAT Tingkat Nasional; 3. *Update* Rencana Pelaksanaan Golf Bareng IFG; 4. *Update* Hasil Pertemuan Klaster Asuransi dan Dana Pensiun; 5. Persiapan 1 on 1 *Meeting* dengan Pemegang Saham Terkait Kontrak Manajemen Tahun Buku 2020; 6. Usulan Kandidat Komisaris Independen JP kepada *Holding*; 7. Usulan permohonan Direksi *Holding* IFG untuk menghadiri dan menjadi *Keynote Speech* dalam Upacara Puncak HUT JP ke 27; 8. Kehadiran Kunjungan Peserta Pengemudi Teladan yang diselenggarakan Kemenhub ke Kantor JR 1. Update on the Results of the Working Visit of Commission VI of the indonesian People's House of representative to Pasuruan, East Java; 2. Update on the Implementation of the National Level SAMSAT Coordination Meeting; 3. Update the Golf Implementation Plan with IFG; 4. Update on the results of the Insurance and Pension Fund Cluster Meetings; 5. Preparation of 1 on 1 Meeting with Shareholders Regarding Management Contract for Fiscal Year 2020; 6. Proposed JP Independent Commissioner Candidate to Holding; 7. Proposed application for the Board of Directors of IFG Holding to attend and be the Keynote Speech in the 27th Anniversary of JP Ceremony; 8. Attendance of Exemplary Driver Participant visits organized by the Ministry of Transportation to the JR Office

Agenda Rapat
Meeting Agenda

No	Tanggal Date	Agenda Agenda
56	1 Desember 2020 December 1, 2020	1. *Update* Rencana Kegiatan dari Korlantas Polri; 2. Pembahasan KPI tentang Kontrak Manajemen Direksi Tahun 2020; 3. *Update* Pertemuan Membahas *Progress* Strategis Dana Pensiun; 4. *Update* Proyeksi Laba/Rugi Perseroan dan Piutang IWPU dari Lion Air; 5. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Update the activity plan from the Korlantas Polri; 2. KPI discussion on the 2020 Board of Directors Management Contract; 3. Update on the meeting to discuss the strategic progress of the Pension Fund; 4. Update on Projected Profit/Loss of the Company and IWPU Receivables from Lion Air; 5. Other Strategic Matters from Each Directorate.
57	8 Desember 2020 December 8, 2020	1. Pengisian Jabatan Strategis Perseroan; 2. Laporan Evaluasi Kinerja Kepala Cabang 6:3:3; 3. Usulan Talangan Dana Pencairan THT Kumpulan dan Purna Jabatan Polis Jiwasraya; 4. Pembahasan *Road Map Cluster* Asuransi & Dana Pensiun; 5. Pemenuhan Komisaris Independen JP; 6. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat 1. Filling the Company's Strategic Positions; 2. Branch Manager Performance Evaluation Report 6:3:3; 3. Proposed bailout for the Disbursement of the Group THT and Retirement Policies of Jiwasraya; 4. Discussion on the Insurance & Pension Fund Cluster Road Map; 5. Fulfillment of JP's Independent Commissioner; 6. Other Strategic Matters from Each Directorate.
58	15 Desember 2020 December 15, 2020	1. Keputusan Penempatan *Force Rank* KPI Kepala Unit Kerja dan Kepala Cabang; 2. Pembahasan Kelengkapan Dokumentasi Proses Pengusulan Komisaris Jasaraharja Putera; 3. Laporan Kegiatan Mitra Utama terkait Operasional; 4. WBS Indikasi Penjualan Resi Palsu APPKP JP; 5. *Update* Informasi MCB/WOC dengan Reindo yang akan Kadaluarsa dan *Update* Informasi Cadangan Teknis JR yang Dilaporkan kepada *Holding*; 6. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Decision on the Placement of the Force Rank KPI of Head of Work Units and head of Branches; 2. Discussion on the Completeness of the Documentation of the Proposed Process for the Commissioner of Jasaraharja Putera; 3. Reports on Main Partner Activities related to Operations; 4. WBS Indication of Sales of Counterfeit of APPKP JP receipts; 5. Update on MCB/WOC Information with Reindo that will expire and Update on JR Technical Reserve Information reported to Holding; 6. Other Strategic Matters from Each Directorate.
59	22 Desember 2020 December 22, 2020	1. Pembahasan Usulan Pembayaran TKI Semester I 2020; 2. Pengisian Jabatan Strategis Perseroan; 3. "*Greeting*" Rangkaian Acara HUT JR ke 60; 4. Agenda Kegiatan dalam Rangka PAM Nataru Tahun 2020; 5. Penjelasan Lebih dalam Proses Pengadaan Sistem ERP yang Baru dengan *Oracle*; 6. Penyelenggaraan RUPSLB terkait Komisaris Independen PT Jasaraharja Putera oleh PS; 7. Optimalisasi Alat Komunikasi bagi BoD; 8. Optimalisasi Anggaran Representasi Perseroan BoD; 9. Hal-hal Strategis Lainnya dari Masing-Masing Direktorat. 1. Discussion on the proposed payment of TKI for the first semester of 2020; 2. Filling the Company's Strategic Positions; 3. "Greeting" Series of Events for JR's 60th Anniversary; 4. Agenda for Activities in the Context of PAM Nataru Year 2020; 5. More explanation in the Process of Procuring a New ERP system with Oracle; 6. The holding of the EGMS related to the Independent Commissioner of PT Jasaraharja Putera by shareholders; 7. Optimization of Communication Tools for the BoD; 8. Optimization of the BoD Corporate Representation Budget; 9. Other Strategic Matters from Each Directorate.

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Rapat gabungan antara Dewan Komisaris dan Direksi dilangsungkan sebanyak 12 kali. Adapun realisasi tanggal, agenda, peserta, dan frekuensi kehadiran masing-masing Anggota Komisaris dan Direksi dalam Rapat Gabungan Dewan Komisaris-Direksi adalah sebagai berikut:

JOINT MEETING OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Joint meetings between the Board of Commissioners and the Board of Directors were held 12 times. The realization of the date, agenda, participants, and frequency of attendance of each Member of the Board of Commissioners and the Board of Directors in the Joint Meeting of the Board of Commissioners and the Board of Directors is as follows:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	**Jabatan** Position	**Jumlah Rapat** Number of Meetings	**Kehadiran** Attendance	**Persentase** Percentage
Budi Setiyadi	Komisaris Utama President Commissioner	12	12	100%
Setya Utama	Komisaris Commissioner	11	11	100%
Antonius	Komisaris Independen Independent Commissioner	12	11	91,67%
Suprianto	Komisaris Commissioner	12	12	100%
Humaniati	Komisaris Commissioner	12	11	91,67%
Rimawan Pradiptyo*	Komisaris Independen Independent Commissioner	1	1	100%
Dyah Kartika Rini**	Komisaris Independen Independent Commissioner	2	2	100%
Budi Raharjo Slamet	Direktur Utama President Director	12	12	100%
Amos Sampetoding	Direktur Operasional Director of Operations	12	12	100%
Myland	Direktur Keuangan Director of Finance	12	12	100%
M. Wahyu Wibowo	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	12	12	100%
Dewi Aryani Suzana	Direktur SDM dan Umum Director of HR and General Affairs	12	12	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	1 Februari 2020 February 1, 2020	Pembahasan Kinerja Bulan Desember 2019 Discussion on December 2019 Performance
2	20 Februari 2020 February 20, 2020	Pembahasan Kinerja Bulan Januari 2020 Discussion on January 2020 Performance
3	12 Maret 2020 March 12, 2020	Pembahasan Kinerja Bulan Februari 2020 Discussion on February 2020 Performance
4	15 April 2020 April 15, 2020	Pembahasan Kinerja Bulan Maret 2020 Discussion on March 2020 Performance
5	13 Mei 2020 May 13, 2020	Pembahasan Kinerja Bulan April 2020 Discussion on April 2020 Performance
6	12 Juni 2020 June 12, 2020	Pembahasan Kinerja Bulan Mei 2020 Discussion on May 2020 Performance
7	13 Juli 2020 July 13, 2020	Pembahasan Kinerja Bulan Juni 2020 Discussion on June 2020 Performance
8	13 Agustus 2020 August 13, 2020	Pembahasan Kinerja Bulan Juli 2020 Discussion on July 2020 Performance
9	11 September 2020 September 11, 2020	Pembahasan Kinerja Bulan Agustus 2020 Discussion on August 2020 Performance
10	14 Oktober 2020 October 14, 2020	Pembahasan Kinerja Bulan September 2020 Discussion on September 2020 Performance
11	16 November 2020 November 16, 2020	Pembahasan Kinerja Bulan Oktober 2020 Discussion on October 2020 Performance
12	14 Desember 2020 December 14, 2020	Pembahasan Kinerja Bulan November 2020 Discussion on November 2020 Performance

SEKRETARIS DEWAN KOMISARIS

SECRETARY OF THE BOARD OF COMMISSIONERS

Sekretaris Dewan Komisaris adalah seseorang yang berasal dari luar Perseroan, yang diangkat dan diberhentikan oleh Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris dan bertanggung jawab langsung kepada Dewan Komisaris.

The Secretary of the Board of Commissioners is someone who comes from outside the Company, who is appointed and dismissed by the Board of Commissioners based on the Decree of the Board of Commissioners and is directly responsible to the Board of Commissioners.

PROFIL SEKRETARIS DEWAN KOMISARIS

PROFILE OF SECRETARY OF THE BOARD OF COMMISSIONERS

Eka Dharma Sapoetra

Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Nama Name	Eka Dharma Sapoetra
Jabatan Position	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-04/DK/JR/VI/2018 tanggal 20 Juni 2018 perihal Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT Jasa Raharja KEP-04/DK/JR/VI/2018 dated June 20, 2018 regarding the Dismissal and Appointment of the Secretary to the Board of Commissioners of PT Jasa Raharja
Usia Age	36 tahun 36 years old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	S1 Teknik Informatika, Universitas Gunadarma, Jakarta (2006) Bachelor's Degree in Informatics Engineering, Gunadarma University, Jakarta (2006)
Riwayat Pekerjaan Work Experience	• Sekretaris Dewan Komisaris PT Asuransi Kredit Indonesia (Persero), Oktober 2015-Juli 2018 • Staf Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk. , Februari 2013-Oktober 2015 • Secretary of the Board of Commissioners of PT Asuransi Kredit Indonesia, October 2015-July 2018 • Staff of the Board of Commissioners of PT Bank Tabungan Negara, Tbk., February 2013-October 2015
Jabatan Lainnya Concurrent Position	Kepala Subbagian Biro Umum dan Keuangan, Kementerian BUM Head of Subdivision of General and Finance Bureau, Ministry of SOEs
Keahlian Expertise	Akuntansi Accounting
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

TUGAS DAN TANGGUNG JAWAB

1. Menjalankan tugas-tugas administrasi dan kesekretariatan dalam rangka mendukung seluruh kegiatan Dewan Komisaris dalam menjalankan tugasnya;
2. Menghadiri Rapat Dewan Komisaris, baik rapat internal Komisaris maupun gabungan Direksi dan Dewan Komisaris, kecuali rapat khusus yang hanya boleh dihadiri oleh Direksi dan/atau Dewan Komisaris.
3. Mengagendakan kegiatan Dewan Komisaris;
4. Sebagai penghubung/fasilitator dalam penyelenggaraan rapat internal Dewan Komisaris;
5. Bekerja sama dengan Sekretariat Perusahaan untuk persiapan penyelenggaraan rapat Dewan Komisaris dengan Direksi serta dengan pihak ketiga lainnya termasuk memastikan ketersediaan bahan rapat;
6. Menyiapkan konsep tanggapan/sambutan Dewan Komisaris sesuai dengan arahan Dewan Komisaris.
7. Mengadministrasikan seluruh dokumentasi sehubungan dengan pelaksanaan tugas tugas Dewan Komisaris;
8. Mengadministrasikan tata persuratan Dewan Komisaris;
9. Menyusun dan mengadministrasikan Risalah Rapat Internal Dewan Komisaris;
10. Menyusun dan mengadministrasikan Risalah Rapat Dewan Komisaris dengan Direksi dan/atau dengan pihak ketiga lainnya;
11. Mengikuti rapat-rapat yang dihadiri oleh Dewan Komisaris kecuali untuk rapat yang bersifat terbatas yang dikecualikan oleh Dewan Komisaris untuk dihadiri oleh Sekretariat Komisaris;
12. Tugas-tugas Lain :
    a. Berkoordinasi dengan Sekretariat Perusahaan untuk mengatur perjalanan;
    b. Dinas/Kunjungan Kerja Lapangan Dewan Komisaris dan organnya sesuai dengan penugasan Komisaris serta ikut serta di dalam perjalanan dinas;
    c. Bekerja sama dengan Komite Audit untuk menyiapkan tanggapan maupun surat Komisaris terkait dengan pelaksanaan tugas-tugasnya seperti tanggapan dan masukan atas RJPP, RKAP, Laporan Keuangan dan lain-lain;
    d. Mendukung administrasi dan kegiatan yang dilaksanakan oleh Komite Audit;
    e. Mengikuti kegiatan lain yang dilakukan oleh Dewan Komisaris sesuai dengan penugasan Dewan Komisaris;
    f. Bersama-sama dengan Sekretaris Perusahaan menyiapkan program pengenalan kepada anggota Komisaris yang baru diangkat;

DUTIES AND RESPONSIBILITIES

1. Carrying out administrative and secretarial tasks in order to support all the activities of the Board of Commissioners in carrying out their duties;
2. Attending the Board of Commissioners Meetings, both the Board of Commissioners internal meetings and joint meetings with the Board of Directors, except for special meetings that may only be attended by the Board of Directors and/or the Board of Commissioners.
3. Scheduling the activities of the Board of Commissioners;
4. Acting as a liaison/facilitator in the internal management of the Board of Commissioners;
5. Working closely with the Corporate Secretary to prepare for the holding of meetings of the Board of Commissioners with the Board of Directors and with other third parties including ensuring the availability of meeting materials;
6. Preparing the draft of response/remarks by the Board of Commissioners in accordance with the Board of Commissioners' directions.
7. Administering all documentations relating to the implementation of duties of the Board of Commissioners;
8. Administering the correspondence of the Board of Commissioners;
9. Arranging and administering Minutes of Internal Meeting of the Board of Commissioners;
10. Arranging and administering Minutes of Meeting of the Board of Commissioners with the Board of Directors and/or with other third parties;
11. Attending meetings attended by the Board of Commissioners except for limited meetings which are excluded by the Board of Commissioners to be attended by the Secretary of the Board of Commissioners;
12. Other duties:
    a. Coordinating with Corporate Secretary to arrange trips;
    b. Service/Field Work Visit of the Board of Commissioners and their organs in accordance with the Board of Commissioner's assignment and participating in official travel;
    c. Collaborating with the Audit Committee to prepare the response and letters of the Commissioners related to the implementation of its duties, such as responses and input on the Company's Long-Term Plan (RJPP), Work Plan and Budget (RKAP), Financial Statements and others;
    d. Supporting the administration and activities carried out by the Audit Committee;
    e. Following other activities carried out by the Board of Commissioners in accordance with the Board of Commissioners' assignments;
    f. Together with the Corporate Secretary preparing introduction program for newly appointed members of the Board of Commissioners;

g. Menyiapkan konsep penyusunan *Key Performance Indicators* (KPI) Dewan Komisaris.

PELAKSANAAN TUGAS

Sepanjang tahun 2020, Sekretaris Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan program kerja dan penugasan yang diberikan oleh Dewan Komisaris, antara lain:

1. Membantu menyiapkan konsep surat dan dokumentasi kegiatan Dewan Komisaris;
2. Menyiapkan bahan dan materi rapat Dewan Komisaris;
3. Mengagendakan kegiatan Dewan Komisaris;
4. Mengadministrasikan tata persuratan Dewan Komisaris;
5. Menyusun dan mengadministrasikan Risalah Rapat Internal Dewan Komisaris;
6. Menyusun dan mengadministrasikan Risalah Rapat Dewan Komisaris dengan Direksi dan/atau dengan pihak ketiga lainnya.

KEBIJAKAN REMUNERASI

Sekretaris Dewan Komisaris menerima penghasilan dengan ketentuan sebagai berikut:

1. Penghasilan Sekretaris dan Staf Sekretariat Dewan Komisaris ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perseroan.
2. Besaran dan jenis penghasilan Sekretaris Dewan Komisaris dapat terdiri dari:
   a. Honorarium maksimal sebesar 15% (lima belas persen) dari gaji Direktur Utama Perseroan.
   b. Fasilitas.
   c. Tunjangan.
   d. Tantiem atau insentif kinerja.
3. Besaran dan jenis penghasilan Staf Sekretaris Dewan Komisaris ditetapkan oleh Dewan Komisaris dengan ketentuan total penghasilan setahun tidak lebih besar dari penghasilan Organ Pendukung Dewan Komisaris lainnya.
4. Pajak atas penghasilan sekretaris dan staf sekretariat Dewan Komisaris ditanggung Perseroan, kecuali tantiem/insentif kinerja bagi sekretaris Dewan Komisaris dan bonus bagi staf sekretariat Dewan Komisaris.

g. Preparing the concept for developing Key Performance Indicators (KPI) of the Board of Commissioners.

IMPLEMENTATION OF DUTIES

Throughout 2020, the Secretary of the Board of Commissioners has performed his duties and responsibilities in accordance with the work program and assignments given by the Board of Commissioners, including:

1. Assisted in preparing the draft letter and documentation of the activities of the Board of Commissioners;
2. Prepared materials for the Board of Commissioners meeting;
3. Scheduled the activities of the Board of Commissioners;
4. Administered the correspondence for the Board of Commissioners;
5. Prepared and administered the Minutes of Internal Meetings of the Board of Commissioners;
6. Prepared and administered the Minutes of Meetings of the Board of Commissioners with the Board of Directors and/or with other third parties.

REMUNERATION POLICY

The Secretary to the Board of Commissioners receives remuneration with the following conditions:

1. The remuneration of the Secretary and Secretariat Staff of the Board of Commissioners is determined by the Board of Commissioners by taking into account the conditions of the Company.
2. The amount and type of remuneration of the Secretary of the Board of Commissioners may consist of:
   a. The maximum salary is 15% (fifteen percent) of the salary of the Company's President Director.
   b. Facilities.
   c. Allowances.
   d. Performance bonuses or incentives.
3. The amount and type of remuneration for the Secretariat Staff of the Board of Commissioners shall be determined by the Board of Commissioners provided that the total annual remuneration is not greater than the remuneration of other Supporting Organs of the Board of Commissioners.
4. Taxes on the income of the secretary and secretariat staff of the Board of Commissioners are borne by the Company, except for performance bonuses/incentives for the secretary of the Board of Commissioners, and bonuses for secretariat staff of the Board of Commissioners.

KOMITE AUDIT
AUDIT COMMITTEE

Komite Audit adalah organ penunjang Dewan Komisaris untuk membantu pelaksanaan tugas pengawasan dan pemberian nasihat Dewan Komisaris yang berkaitan dengan pengelolaan Perseroan oleh Direksi.

DASAR HUKUM

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
3. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana diubah terakhir dengan Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012.
4. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
5. Peraturan Otoritas Jasa Keuangan Nomor 73 /POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik Bagi Perusahaan Perasuransian.
6. Surat Edaran Otoritas Jasa Keuangan Nomor 14/SEOJK.05/2019 tentang Pembentukan, Susunan Keanggotaan, dan Masa Kerja Komite Pada Dewan Komisaris Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah.
7. Pedoman GCG Perusahaan Asuransi dan Perusahaan Reasuransi Indonesia KNKG Tahun 2009.

PIAGAM KOMITE AUDIT

Perseroan menyusun Pedoman mengenai Komite Audit yang mengatur akan keberadaan, kedudukan, kewenangan, tugas, dan tanggung jawab Komite. Pedoman ditetapkan dan ditandatangani oleh Dewan Komisaris dan Direksi berdasarkan usulan Komite Audit dan dilakukan peninjauan secara berkala.

Piagam Komite Audit Jasa Raharja yang saat ini berlaku disahkan pada 20 Agustus 2014. Piagam tersebut antara lain berisikan:
1. Pendahuluan;
2. Latar Belakang;
3. Kedudukan dan Tanggung Jawab;
4. Keanggotaan;
5. Tugas;
6. Hubungan Kerja;

The Audit Committee is a supporting organ of the Board of Commissioners to assist in performing the duties of supervision and advice of the Board of Commissioners relating to the management of the Company by the Board of Directors.

LEGAL BASIS

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. Law No. 19 of 2003 concerning State-Owned Enterprises.
3. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises as last amended by Number: PER-09/MBU/2012 dated July 6, 2012.
4. Regulation of Minister of State-Owned Enterprises No.PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
5. Financial Services Authority Regulation Number 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies.
6. Financial Services Authority Circular Letter Number 14/SEOJK.05/2019 concerning the Establishment, Membership Composition, and Term of Service of Committees on the Board of Commissioners of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies.
7. KNKG's GCG Guidelines for Indonesian Insurance and Reinsurance Companies in 2009.

AUDIT COMMITTEE CHARTER

The Company develops Guidelines regarding the Audit Committee which regulates the presence, position, authority, duties and responsibilities of the Committee. Guidelines are established and signed by the Board of Commissioners and Directors based on the Audit Committee's proposal and reviewed periodically.

The currently valid Jasa Raharja Audit Committee Charter is ratified on August 20, 2014. The charter, among others, contains:
1. Introduction;
2. Background;
3. Position and Responsibilities;
4. Membership;
5. Tasks;
6. Employment Relations;

7. Rencana Kerja dan Penganggaran;
8. Rapat-Rapat Komite;
9. Pelaporan;
10. Wewenang;
11. Kerahasiaan Informasi;
12. Penutup.

KRITERIA

Anggota Komite Audit harus memenuhi persyaratan:

1. Memiliki integritas yang baik serta pengetahuan dan pengalaman kerja yang cukup di bidang audit serta bidang lainnya yang dipandang perlu sehingga dapat melaksanakan fungsi secara optimal.
2. Tidak memiliki kepentingan dan hubungan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perseroan.
3. Mampu bekerja sama dan berkomunikasi secara efektif dan memiliki komitmen yang kuat dalam menjalankan tugasnya.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Komite Audit yang berasal dari luar Perseroan tidak mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga baik menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi.
6. Anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris tidak boleh merangkap sebagai:
   a. Anggota Dewan Komisaris pada BUMN/perusahaan lain.
   b. Sekretaris/staf Sekretariat Dewan Komisaris/perusahaan lain.
   c. Anggota Komite lain pada perusahaan dan/atau
   d. Anggota Komite pada BUMN/perusahaan lain.
7. Salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan akuntansi atau keuangan dan salah seorang lainnya harus memahami industri di lingkungan Perseroan.

7. Work Plan and Budgeting;
8. Committee Meetings;
9. Reporting;
10. Authority;
11. Confidentiality of Information;
12. Cover.

CRITERIA

Members of the Audit Committee must meet the following requirements:

1. Have good integrity and sufficient knowledge and work experience in auditing and other fields deemed necessary so that they can carry out their functions optimally.
2. Do not have personal interests and relationships that can have a negative impact and create conflict of interest on the Company.
3. Able to work together and communicate effectively and have a strong commitment in carrying out their duties.
4. Can provide sufficient time to complete the task.
5. Audit Committee members from outside the Company do not have family-blood and financial relations up to the third degree either in a straight line or side-line with members of the Board of Commissioners and members of the Board of Directors
6. Members of the Audit Committee who are not members of the Board of Commissioners may not concurrently serve as:
   a. Member of the Board of Commissioners in other SOEs/companies.
   b. Secretary/staff of the Secretariat of the Board of Commissioners/other companies.
   c. Other Committee members in the company and/or
   d. Committee member in SOEs/other companies.
7. One of the members of the Audit Committee must have an educational background in accounting or finance and the others must understand the industry within the Company.

JUMLAH DAN KOMPOSISI

Anggota Komite Audit terdiri dari sekurang-kurangnya satu orang anggota Dewan Komisaris, dan sekurang-kurangnya 2 (dua) orang anggota lainnya yang berasal dari luar Perseroan. Pada tahun 2020, Komposisi Komite Audit Perseroan sebagai berikut:

NUMBER AND COMPOSITION OF AUDIT COMMITTEE MEMBERS

Members of the Audit Committee consist of at least one member of the Board of Commissioners, and at least 2 (two) other members from outside the Company. In 2020, the composition of the Company's Audit Committee is as follows:

Nama Name	**Jabatan** Position	**Dasar Hukum Pengangkatan** Legal Basis of Appointment	**Periode Jabatan** Tenure
Antonius	Ketua Head	ST-03/DK/JR/IV/2018 tanggal 3 April 2018 ST-03/DK/JR/IV/2018 dated April 3, 2018	2018-2023
Limi Mulyanto	Anggota Member	KEP-02/DK/JR/03/2019 tanggal 8 Maret 2019 KEP-02/DK/JR/03/2019 dated March 8, 2019	2019-2023
Masyhur Usham	Anggota Member	KEP-04/DK/JR/04/2019 tanggal 15 April 2019 KEP-04/DK/JR/04/2019 dated April 15, 2019	2019-2023

PROFIL ANGGOTA KOMITE AUDIT

AUDIT COMMITTEE MEMBER PROFILE

Nama | Name	Antonius
Jabatan | Position	Ketua | Head
Dasar Hukum Pengangkatan Legal Basis of Appointment	ST-03/DK/JR/IV/2018 tanggal 3 April 2018 ST-03/DK/JR/IV/2018 dated April 3, 2018
Keahlian | Expertise	Keuangan | Finance

*) Profil lengkap Antonius sebagai Ketua Komite Audit dan anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.
*) Full profile of Mr. Antonius as Chairman of the Audit Committee and member of the Board of Commissioners can be seen in the Company Profile chapter in this Annual Report.

Limi Mulyanto

Anggota
Members

Nama Name	Limi Mulyanto
Jabatan Position	Anggota Member
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-02/DK/JR/03/2019 tanggal 8 Maret 2019 KEP-02/DK/JR/03/2019 dated March 8, 2019
Usia Age	34 tahun 34 years old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Tangerang
Riwayat Pendidikan Educational Background	• Pendidikan Profesi Akuntansi (PPAk) Fakultas Ekonomi, Universitas Indonesia tahun 2012-2014 • Sarjana Akuntansi dari Universitas Atma Jaya Yogyakarta tahun 2005-2009 • Accounting Professional Education (PPAk), Faculty of Economics, University of Indonesia in 2012-2014 • Bachelor of Accounting, Atma Jaya University Yogyakarta in 2005-2009
Riwayat Pekerjaan Work Experience	• Senior Associate pada PricewaterhouseCoopers Indonesia (KAP Tanudiredja, Wibisana & Rekan; KAP Haryanto Sahari & Rekan) tahun 2009-2014 • Manajer Audit pada PricewaterhouseCoopers Indonesia (KAP Tanudiredja, Wibisana & Rekan; KAP Haryanto Sahari & Rekan) tahun 2014-2016 • Kepala Departemen Akuntansi Perusahaan Umum Percetakan Uang Republik Indonesia tahun 2016-2018 • Senior Associate at PricewaterhouseCoopers Indonesia (Tanudiredja, Wibisana & Partners Public Accounting Office; Haryanto Sahari & Partners Public Accounting Office), 2009-2014 • Audit Manager at PricewaterhouseCoopers Indonesia (Tanudiredja, Wibisana & Partners Public Accounting Office; Haryanto Sahari & Partners Public Accounting Office) 2014-2016 • Head of Accounting Department of Republic of Indonesia Security Printing and Minting Corporation, 2016-2018
Jabatan Lainnya Concurrent Position	Tidak Ada None
Keahlian Expertise	Akuntansi dan Keuangan Accounting and Finance
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Masyhur Usman

Anggota
Members

Nama Name	Masyhur Usman
Jabatan Position	Anggota Member
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-04/DK/JR/04/2019 tanggal 15 April 2019 KEP-04/DK/JR/04/2019 dated April 15, 2019
Usia Age	50 tahun 50 years old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• S1 Universitas 45, Manajemen (1996, Ujung Pandang) • SMA Trisakti Ujung Pandang (1991, Ujung Pandang) • SMP Negeri 1 Biak (1987, Biak) • SD Yapis 1 Biak (1984, Biak) • Bachelor of Management, University 45 (1996, Ujung Pandang) • Trisakti Senior High School, Ujung Pandang (1991, Ujung Pandang) • Biak 1 Junior High School (1987, Biak) • Yapis 1 Biak Elementary School (1984, Biak)
Riwayat Pekerjaan Work Experience	• Kepala Subbidang Usaha Konstruksi dan Sarana dan Prasarana Perhubungan IIa-2, 7 Juli 2017-sekarang • Kepala Subbidang Pendayagunaan Portofolio Kepemilikan Negara Minoritas II, 22 Oktober 2015–6 Juli 2017 • Kepala Subbidang Restrukturisasi BUMN Ia, 9 Mei 2014–21 Oktober 2015 • Kasubbid Pendayagunaan Aset dan Sinergi IIb, 8 Oktober 2010–8 Mei 2014 • Kepala Subbidang Tata Kelola dan Manajemen Risiko Usaha Sarana Angkutan dan Pariwisata II, 22 Mei 2006–7 Oktober 2010 • Transportation Subdivision Head of Construction and Infrastructure IIa-2, July 7, 2017-present • Subdivision Head of Minority State Ownership Portfolio Utilization II, October 22, 2015–July 6, 2017 • Subdivision Head of Soe Restructuring Ia, May 9, 2014–October 21, 2015 • Subdivision Head of Utilization of Assets and Synergy IIb, October 8, 2010-May 8, 2014 • Subdivision Head of Governance and Risk Management of Transportation and Tourism Facilities Business II, May 22, 2006-October 7, 2010
Jabatan Lainnya Concurrent Position	• Sekretaris Dekom PT Perkebunan Nusantara I, 28 November 2013–Sekarang • Sekretaris Dekom PT ASDP IF, 24 Maret 2003–November 2013 • Secretary of the Board of Commissioners of PT Perkebunan Nusantara I, November 28, 2013–Present • Secretary of the Board of Commissioners of PT ASDP IF, March 24, 2003–November 2013
Keahlian Expertise	Manajemen Risiko Risk Management
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

TUGAS DAN TANGGUNG JAWAB

Komite Audit bertugas dan bertanggung jawab terhadap kelancaran tugas Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat kepada Direksi dalam penerapan kebijakan GCG Perseroan.

Komite Audit bertugas untuk membantu Dewan Komisaris dalam hal:

1. Menilai dan memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas Auditor Eksternal dan tugas Internal Auditor.
2. Melakukan penilaian terhadap pelaksanaan kegiatan serta hasil audit yang dilakukan oleh Satuan Pengawasan Intern maupun Auditor Eksternal sehingga dapat dicegah pelaksanaan dan pelaporan yang tidak memenuhi standar.
3. Memberikan rekomendasi penyempurnaan sistem pengendalian manajemen Perseroan serta pelaksanaannya.
4. Memastikan bahwa telah terdapat prosedur evaluasi yang memuaskan terhadap informasi yang dikeluarkan Perseroan.
5. Memberikan rekomendasi mengenai penunjukan Kantor Akuntan Publik kepada Dewan Komisaris untuk disampaikan kepada RUPS.
6. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
7. Menyusun dan menyampaikan rencana kerja dan anggaran tahunan Komite Audit sebelum tahun buku berjalan kepada Dewan Komisaris untuk ditetapkan. Salinan program kerja Komite Audit disampaikan oleh Dewan Komisaris kepada Direksi untuk diselaraskan dengan rencana kerja tahunan kebijakan pengendalian internal yang dikelola oleh Direksi.
8. Mengkaji kecukupan fungsi audit internal, termasuk jumlah auditor, rencana kerja tahunan, dan penugasan yang telah dilaksanakan yang disampaikan secara tepat waktu kepada Dewan Komisaris.
9. Mengkaji kecukupan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditor.
10. Memberikan masukan secara berkala kepada Dewan Komisaris tentang penyusunan penyempurnaan Piagam Komite Audit.
11. Membuat dan menyampaikan laporan triwulanan atas setiap pelaksanaan tugas disertai dengan rekomendasi kepada Dewan Komisaris. Laporan Komite Audit ditandatangani oleh Ketua dan anggota Komite Audit.
12. Dewan Komisaris dapat pula memberikan penugasan lain kepada Komite Audit sepanjang masih dalam lingkup tugas dan kewajiban Komite Audit berdasarkan ketentuan perundang-undangan. Komite Audit membantu Dewan Komisaris dalam hal:
    a. Melakukan penelaahan atas pengaduan yang berkaitan dengan Perseroan.

DUTIES AND RESPONSIBILITIES

The Audit Committee is in charge and responsible for the smooth functioning of the Board of Commissioners in overseeing and providing recommendation to the Board of Directors in implementing the Company's GCG policies.

The Audit Committee is responsible for assisting the Board of Commissioners in:

1. Assessing and ensuring the effectiveness of the internal control system and the effectiveness of work of the External Auditor and Internal Auditor.
2. Assessing the implementation results of the audit conducted by the Internal Audit Unit and External Auditors to prevent non-standard implementation and reporting.
3. Providing recommendations for improvement of the Company's management control system and its implementation.
4. Ensuring that there are satisfactory evaluation procedures for information issued by the Company.
5. Providing recommendations regarding the appointment of the Public Accounting Firm to the Board of Commissioners to be submitted to the GMS.
6. Identifying matters that require the attention of the Board of Commissioners as well as other Board of Commissioners' duties.
7. Compiling and submitting the Audit Committee's annual work plan and budget before the current fiscal year to the Board of Commissioners to be determined. A copy of the Audit Committee work program is submitted by the Board of Commissioners to the Board of Directors to be aligned with the annual work plan of the internal control policy managed by the Board of Directors.
8. Reviewing the adequacy of the internal audit function, including the number of auditors, annual work plans and assignments that have been completed and delivered in a timely manner to the Board of Commissioners.
9. Assessing the adequacy of the implementation of external audits including the planning of audits and the number of auditors.
10. Providing regular input to the Board of Commissioners regarding the preparation of the Audit Committee Charter.
11. Preparing and submitting quarterly reports on each execution of duties accompanied by recommendations to the Board of Commissioners. The Audit Committee report is signed by the Chairperson and members of the Audit Committee.
12. The Board of Commissioners may also give other assignments to the Audit Committee as long as it is within the scope of the duties and obligations of the Audit Committee based on statutory provisions. The Audit Committee assists the Board of Commissioners in terms of:
    a. Reviewing complaints relating to the Company.

b. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
c. Melakukan penelaahan dan pemantauan untuk memastikan bahwa Perseroan telah memiliki strategi dan kebijakan nominasi, meliputi proses analisis organisasi, prosedur dan kriteria rekrutmen, seleksi dan promosi.
d. Melakukan penelaahan dan pemantauan untuk memastikan bahwa Direksi telah melakukan pengangkatan anggota Dewan Komisaris dan Direksi anak Perusahaan/ Perseroan patungan dan kepala unit kerja sesuai dengan kebijakan strategi dan kebijakan nominasi.
e. Melakukan seleksi dan menyampaikan rekomendasi kepada Dewan Komisaris nama-nama calon Direksi Perseroan yang akan diusulkan kepada RUPS.

f. Melakukan penelaahan dan pemantauan praktik manajemen pengembangan sumber daya manusia berdasarkan pedoman kebijakan tata kelola Perusahaan, khususnya kebijakan manajemen dan Standar Prosedur Operasional di bidang pengembangan sumber daya manusia.
g. Melakukan fasilitasi penyiapan evaluasi kinerja melalui penyusunan Indikator Pencapaian Kinerja (IPK) Dewan Komisaris dengan sistem *self assessment* atau sistem lain untuk kemudian diputuskan dalam rapat Dewan Komisaris.

h. Melakukan fasilitasi dan rekomendasi penilaian kinerja Direksi berdasarkan IPK dan/atau instrumen lainnya untuk disampaikan kepada Dewan Komisaris sebagai bahan evaluasi lebih lanjut.
i. Merumuskan dan menentukan kebijakan remunerasi berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap serta berupa insentif dan tantiem yang bersifat variabel bagi Dewan Komisaris dan Direksi, untuk diusulkan kepada RUPS.
j. Melakukan analisa dan evaluasi terhadap kebijakan Perseroan mengenai manajemen risiko dan memantau berbagai potensi risiko yang dihadapi Perseroan serta memberikan rekomendasi penyempurnaan lebih lanjut.
k. Melakukan *monitoring* dan evaluasi terhadap realisasi rencana bisnis dan kebijakan Perseroan. Memberikan respons terhadap harapan Pemangku Kepentingan.
l. Melakukan analisa dan evaluasi terhadap kebijakan Perseroan mengenai pelaksanaan sistem teknologi informasi.
m. Melakukan analisa dan evaluasi terhadap kebijakan Perseroan mengenai pelaksanaan akuntansi dan penyusunan laporan keuangan.
n. Melakukan analisa dan evaluasi terhadap kebijakan Perseroan mengenai pengadaan barang dan jasa.
o. Melakukan analisa dan evaluasi terhadap kebijakan Perseroan mengenai mutu dan pelayanan.

b. Reviewing the Company's compliance with laws and regulations relating to the Company's activities.

c. Reviewing and monitoring to ensure that the Company has a strategy and nominations policy, including the process of organizational analysis, procedures and criteria for recruitment, selection and promotion.
d. Reviewing and monitoring to ensure that the Board of Directors has appointed members of the Board of Commissioners and Directors of Subsidiaries/Joint Ventures and Heads of work units in accordance with strategic policies and nomination policies.
e. Conducting selection and submitting recommendations to the Board of Commissioners of the names of prospective Directors of the Company that will be proposed to the GMS.
f. Reviewing and monitoring the management practices of human resource development based on guidelines for corporate governance policies, particularly management policies and Standard Operating Procedures in the field of human resource development.
g. Facilitating the preparation of performance evaluations through the preparation of the Board of Commissioners' KPI Achievement Indicators with a self-assessment system or other system for later decisions in the Board of Commissioners meeting.
h. Facilitating and recommending Board of Directors performance evaluation based on Performance Achievement Indicator and/or other instruments to be submitted to the Board of Commissioners for further evaluation.
i. Formulating and defining remuneration policies in the form of salaries or honoraria, allowances and permanent facilities and in the form of variable incentives and bonuses for the Board of Commissioners and Directors, to be proposed to the GMS.
j. Analyzing and evaluating the Company's policies regarding risk management and monitoring various potential risks faced by the Company and provide recommendations for further improvements.
k. Monitoring and evaluating the realization of business plans and The Company's policies. Responding to Stakeholder expectations.
l. Analyzing and evaluating the Company's policies regarding the implementation of information technology systems.
m. Analyzing and evaluating the Company's policies regarding the implementation of accounting and preparation of financial statements.
n. Analyzing and evaluating the Company's policies regarding the procurement of goods and services.
o. Analyzing and evaluating the Company's policies regarding quality and service.

p. Melakukan analisa dan evaluasi kepatuhan Direksi terhadap RKAP dan RJPP.

q. Melakukan analisa dan evaluasi terhadap persetujuan atas transaksi atau tindakan dalam wewenang Dewan Komisaris.
r. Melakukan analisa dan evaluasi terhadap potensi benturan kepentingan Dewan Komisaris.
s. Melakukan penelaahan atas efektivitas penerapan prinsip-prinsip tata kelola perusahaan yang baik.

p. Analyzing and evaluating the Board of Directors' compliance with the Company's Work Plan and Budget (RKAP) and Long-term Plan (RJPP).
q. Analyzing and evaluating the approval of transactions or actions within the authority of the Board of Commissioners.

r. Analyzing and evaluating potential conflicts of interest of the Board of Commissioners.
s. Reviewing the effectiveness of the implementation of good corporate governance principles.

RAPAT KOMITE AUDIT

Komite Audit mengadakan rapat sekurang-kurangnya satu bulan sekali atau sesuai ketentuan rapat minimal Dewan Komisaris sebagaimana ditentukan dalam anggaran dasar. Setiap rapat Komite Audit, dibuatkan risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir. Kehadiran anggota Komite Audit dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite.

AUDIT COMMITTEE MEETING

The Audit Committee holds meetings at least once a month or in accordance with the minimum meeting requirements of the Board of Commissioners as specified in the Articles of Association. In every meeting of the Audit Committee, minutes of the meeting are drawn up which are signed by all members of the Audit Committee present. Attendance of members of the Audit Committee in meetings, reported in the quarterly reports and annual reports of the Committee.

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Antonius	Ketua Chairperson	15	15	100%
Limi Mulyanto	Anggota Member	15	15	100%
Masyhur Usham	Anggota Member	15	15	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	1 Februari 2020 February 1, 2020	Pembahasan Kinerja Perseroan s.d bulan Desember 2019 Discussion of the Company's Performance up to December 2019
2	20 Februari 2020 February 20, 2020	Pembahasan Kinerja Perseroan s.d bulan Januari 2020 Discussion of the Company's Performance up to January 2020
3	24 Februari 2020 February 24, 2020	*Closing Meeting Audit* 2019 Closing Meeting Audit 2019
4	12 Maret 2020 March 12, 2020	Pembahasan Kinerja Perseroan s.d bulan Februari 2020 Discussion of the Company's Performance up to February 2020
5	15 April 2020 April 15, 2020	Pembahasan Kinerja Perseroan s.d bulan Maret 2020 Discussion of the Company's Performance up to March 2020

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
6	21 April 2020 April 21, 2020	Pembahasan Realisasi Program Kerja SPI Triwulan I 2020 Discussion on the Realization of the First Quarter 2020 Internal Audit Unit Work Program
7	13 Mei 2020 May 13, 2020	Pembahasan Kinerja s.d bulan April 2020 Discussion of the Company's Performance up to April 2020
8	12 Juni 2020 June 12, 2020	Pembahasan Kinerja s.d bulan Mei 2020 Discussion of the Company's Performance up to May 2020
9	13 Juli 2020 July 13, 2020	Pembahasan Kinerja s.d bulan Juni 2020 Discussion of the Company's Performance up to June 2020
10	13 Agustus 2020 August 13, 2020	Pembahasan Kinerja s.d bulan Juli 2020 Discussion of the Company's Performance up to July 2020
11	11 September 2020 September 11, 2020	Pembahasan Kinerja s.d bulan Agustus 2020 Discussion of the Company's Performance up to August 2020
12	14 Oktober 2020 October 14, 2020	Pembahasan Kinerja s.d bulan September 2020 Discussion of the Company's Performance up to September 2020
13	15 Oktober 2020 October 15, 2020	Pembahasan Realisasi Program Kerja SPI Triwulan III Tahun 2020 Discussion on the Realization of the Third Quarter 2020 Internal Audit Unit Work Program
14	16 November 2020 November 16, 2020	Pembahasan Kinerja s.d bulan Oktober 2020 Discussion of the Company's Performance up to October 2020
15	14 Desember 2020 December 14, 2020	Pembahasan Kinerja s.d bulan November 2020 Discussion of the Company's Performance up to November 2020

PELAKSANAAN TUGAS

Selama tahun 2020 Komite Audit telah melaksanakan kegiatan sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal atau Satuan Pengendalian Intern.
2. Menilai efektivitas dan keandalan Satuan Pengawasan Intern (SPI) dengan jalan:
   a. Menilai pelaksanaan kegiatan dan hasil audit SPI, mempelajari isi dan struktur laporan, serta kemampuan menyajikan temuan dalam laporan hasil pemeriksaan SPI.
   b. Menelaah dan menganalisis laporan hasil audit SPI dalam hal memperoleh informasi mengenai pengendalian internal dan efektivitas auditor internal (Satuan Pengawasan Intern).
   c. Menelaah dan mereviu perkembangan tindak lanjut dan rekomendasi hasil temuan auditor eksternal, dan tindak lanjut rekomendasi hasil pengawasan internal.
   d. Menilai kemampuan Satuan Pengawasan Intern dalam melakukan pengawasan dan pengendalian internal dalam laporan SPI, serta dalam menyajikan temuan yang memerlukan perhatian manajemen untuk melakukan tindak lanjut yang efektif.

IMPLEMENTATION OF DUTIES

Throughout 2020, the Audit Committee carried out the following activities:

1. Assist the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the performance of external auditors and internal auditors or the Internal Audit Unit.
2. Assess the effectiveness and reliability of the Internal Audit Unit (SPI) by:
   a. Assessing the implementation of SPI activities and results, studying the content and structure of the report, as well as the ability to present findings in the SPI's audit result report.
   b. Reviewing and analyzing the SPI audit report in terms of obtaining information on internal control and the effectiveness of the internal auditors (i.e.: Internal Audit Unit).
   c. Reviewing the progress of follow-up and recommendations on the findings of the external auditor, and follow-up to recommendations on the results of internal supervision.
   d. Assessing the ability of the Internal Audit Unit in carrying out internal supervision and control in the SPI report, as well as in presenting findings that require management attention to carry out effective follow-up.

3. Memberikan pendapat kepada Dewan Komisaris terhadap laporan atau terhadap hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris berdasarkan hasil reviu dan penelaahan, antara lain namun tidak terbatas pada :
   a. Rencana Kerja dan Anggaran Perusahaan (RKAP) untuk Revisi Tahun 2020 dan Tahun.
   b. Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024.
   c. Laporan *monitoring* bulanan posisi portofolio dan hasil investasi sepanjang tahun 2020.
   d. Laporan *monitoring* program kerja dan pengembangan *Human Capital* sepanjang tahun 2020.
4. Mengidentifikasi dan melakukan kajian atas hal-hal yang memerlukan perhatian Dewan Komisaris, antara lain:
   a. Menganalisis dan mengevaluasi Laporan Hasil Usaha bulanan PT Jasa Raharja dan menyusun hasil analisis dalam bentuk *pointers* untuk disampaikan dalam rapat antara Dewan Komisaris dan Komite Audit setiap bulan.
   b. Mengkaji kecukupan pelaksanaan audit 2019 oleh auditor internal dan auditor eksternal, serta melakukan pembahasan dengan auditor independen (Kantor Akuntan Publik) dengan mempelajari berbagai laporan dari manajemen.
   c. Melakukan evaluasi dan rekomendasi penggunaan Jasa Akuntan Publik dan/atau Kantor Akuntan Publik untuk Audit Tahun Buku 2020.
5. Melakukan pengawasan dan evaluasi atas kinerja operasional Kantor Cabang Perseroan serta mengadakan kunjungan ke Kantor Cabang Perseroan atau melalui virtual (video).
6. Menyusun Laporan Triwulanan Komite Audit periodik, termasuk didalamnya hasil evaluasi Laporan Hasil Usaha Triwulanan dan beberapa rekomendasi.

3. Provide opinions to the Board of Commissioners on reports or on matters submitted by the Directors to the Board of Commissioners based on the results of the reviews, which includes but not limited to:
   a. Company Work Plan and Budget (RKAP) for 2020 and Year Revisions.
   b. Company Long Term Plan (RJPP) 2020-2024.
   c. Monthly monitoring report on portfolio position and investment returns throughout 2020.
   d. Monitoring report of work program and Human Capital development throughout 2020.
4. Identify and conduct studies on matters that require the attention of the Board of Commissioners, such as:
   a. Analyze and evaluate the monthly operating results report of PT Jasa Raharja and compile the results of the analysis in the form of pointers to be submitted in meetings between the Board of Commissioners and the Audit Committee every month.
   b. Review the adequacy of the 2019 audit by internal auditors and external auditors, as well as conduct discussions with independent auditors (Public Accounting Firms) by studying various reports from management.
   c. Evaluating and recommending the use of Public Accountant Services and/or Public Accounting Firms for the 2020 Financial Year Audit.
5. Supervise and evaluate the operational performance of the Company's Branch Offices as well as make visits to the Company's Branch Offices or via virtual (video).
6. Prepare periodic Audit Committee Quarterly Reports, including evaluation results of the Quarterly Business Results Report and some recommendations.

KEBIJAKAN REMUNERASI

Penghasilan anggota Komite Audit diatur menurut ketentuan sebagai berikut:
1. Penghasilan anggota Komite Audit ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perseroan.
2. Penghasilan anggota komite Audit berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama, dengan ketentuan pajak ditanggung Perseroan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut.
3. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai anggota Dewan Komisaris.

REMUNERATION POLICY

The remuneration of members of the Audit Committee is regulated according to the following provisions:
1. The remuneration of members of the Audit Committee is determined by the Board of Commissioners by taking into account the conditions of the Company.
2. The remuneration of members of the Audit Committee is in the form of a maximum salary of 20% (twenty percent) of the salary of the President Director, provided that the tax is borne by the Company and they are not allowed to receive other income other than the salary.
3. Members of the Board of Commissioners who become Chairman/Members of the Audit Committee are not given additional income from the position other than income as members of the Board of Commissioners.

PENILAIAN KINERJA

Evaluasi terhadap kinerja Komite Audit dilaksanakan setiap triwulanan dengan menggunakan metode yang ditetapkan Dewan Komisaris. Penilaian lainnya berdasarkan laporan Komite Audit, Capaian kinerja komite pada tahun 2020 adalah sebagai berikut:

PERFORMANCE ASSESSMENT

Evaluation of the performance of the Audit Committee is carried out on a quarterly basis using the method determined by the Board of Commissioners. Other assessments are based on the Audit Committee report. The performance achievements of the committee in 2020 are as follows:

No	Program Kerja Work Program	Target 2020 2020 Target	Realisasi 2020 2020 Realization	% Realisasi % Realization
1.	Menganalisis laporan hasil audit SPI Analyze SPI report of audit results	Hasil audit yang diterima (29 LHA diterima) Accepted audit results (29 LHA accepted)	29 LHA	100,00
2.	Menganalisis hasil audit KAP/auditor eksternal Analyze audit results of KAPs/external audits	Hasil audit yang diterima (4 LHA diterima) Accepted audit results (4 LHA accepted)	4 LHA	100,00
3.	Menelaah Laporan Hasil Usaha (LHU) Review the Business Results Report (LHU)	12 kali 12 times	12 kali 12 times	100,00
4.	Rapat dengan Satuan Pengawasan Intern (SPI) Meeting with the Internal Audit Unit (SPI)	4 kali 4 times	4 kali 4 times	100,00
5.	Rapat dengan KAP Meeting with Public Accounting Office (KAP)	2 kali 2 times	1 kali *) 1 times *)	50,00*)
6.	Rapat Internal Komite Audit Internal Audit Committee Meeting	12 kali 12 times	12 kali 12 times	100,00
7.	Menyusun masukan untuk Dewan Komisaris sebagai bahan rapat Prepare input for the Board of Commissioners as meeting material	12 kali 12 times	12 kali 12 times	100,00
8.	Menyusun laporan periodik (triwulan) Prepare periodic reports (quarterly)	4 laporan 4 report	4 laporan 4 report	100,00
9.	Melaksanakan tugas khusus dari Dewan Komisaris Carry out special tasks of the Board of Commissioners	Sesuai dengan frekuensi tugas dari Dewan Komisaris (18 tugas khusus diterima) In accordance with the frequency of duties of the Board of Commissioners (18 special assignments accepted)	18 laporan/kali 18 reports/times	100,00
10.	Rapat dengan Dewan Komisaris Meeting with the Board of Commissioners	12 kali 12 times	12 kali 12 times	100,00
11.	Menyiapkan Rencana Kerja dan Anggaran Tahun 2021 Prepare 2021 Work Plans and Budgets	1 laporan 1 report	1 laporan 1 report	100,00
JUMLAH ***TOTAL***		**110 laporan/kali** ***110 reports/times***	**109 laporan/kali** ***109 reports/times***	**99,09**

*) Rapat Dengan KAP baru terealisasi 1 kali atau 50% dari target sebanyak 2 kali. Hal ini disebabkan pengadaan KAP mundur karena pengadaan bersama *Holding* BUMN Asuransi. Pemberitahuan pemenang *tender* jasa KAP baru terbit tanggal 30 Desember 2020 sesuai Surat Direktur Keuangan dan Umum PT BPUI selaku induk *holding* No. 837/DIRKEU/BPUI/XII/2020. *Kick off Meeting* dengan KAP baru dilaksanakan tanggal 11 Januari 2021.
*) Meeting with KAP has only been realized 1 time or 50% of the target 2 times. This is due to the delay in the procurement of KAP due to joint procurement of the Insurance BUMN Holding. The notification of the winner of the new KAP service tender was issued on December 30, 2020 according to the Letter of the Director of Finance and General Affairs of PT BPUI as holding parent No. 837/DIRKEU/BPUI/XII/2020. The kick off meeting with the new KAP was held on January 11, 2021.

KOMITE PEMANTAU RISIKO
RISK MONITORING COMMITTEE

DASAR HUKUM

PIAGAM KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko dibentuk berdasarkan Keputusan Dewan Komisaris PT Jasa Raharja Nomor KEP-03/DK/JR/02/2020 tanggal 17 Februari 2020 tentang Pembentukan Komite Pemantau Risiko PT Jasa Raharja dan Pengangkatan Anggota Komite Pemantau Risiko PT Jasa Raharja diangkat berdasarkan Keputusan Dewan Komisari PT Jasa Raharja Nomor KEP-01/DK/JR/09/2020 Tanggal 28 September 2020 tentang Pengangkatan Anggota Komite Pemantau Risiko PT Jasa Raharja.

KRITERIA

1. Bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris;
2. Dalam melaksanakan tugas Komite Pemantau Risiko bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris;
3. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor;
4. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
5. Memastikan bahwa segala informasi dan kebijakan yang dikeluarkan Perseroan dihasilkan melalui prosedur dan evaluasi yang akurat;
6. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris;
7. Melakukan Evaluasi secara berkala kesesuaian berbagai kebijakan terkait manajemen risiko Perseroan dengan penerapan kebijakan tersebut;
8. Melakukan Evaluasi pelaksanaan tugas pengelolaan fungsi manajemen risiko oleh Unit Kerja Manajemen Risiko Perseroan;
9. Mengkaji manajemen risiko yang disusun dan diimplementasikan oleh Perseroan serta menilai toleransi risiko yang dapat diambil oleh Perusahaan;
10. Mengevaluasi piagam Komite Pemantau Risiko secara berkala disesuaikan dengan perkembangan ketentuan peraturan perundang-undangan;
11. Menerima penugasan lain sesuai dengan yang ditetapkan dalam piagam Komite Pemantau Risiko.

LEGAL BASIS

RISK MONITORING COMMITTEE CHARTER

The Risk Monitoring Committee was formed based on the Decision of the Board of Commissioners of PT Jasa Raharja Number KEP-03/DK/JR/02/2020 dated February 17, 2020 concerning the Establishment of the Risk Monitoring Committee of PT Jasa Raharja and the Appointment of Members of the Risk Monitoring Committee of PT Jasa Raharja, appointed based on the Decree of the Board of Commissioners of PT Jasa Raharja Number KEP-01/DK/JR/09/2020 September 28, 2020 regarding the Appointment of Members of the Risk Monitoring Committee of PT Jasa Raharja.

CRITERIA

1. Working collectively in carrying out their duties to assist the Board of Commissioners;
2. In carrying out its duties, the Risk Monitoring Committee is independent both in carrying out its duties and in reporting, and is directly responsible to the Board of Commissioners;
3. Assisting the Board of Commissioners to ensure the effectiveness of the internal audit unit and the effectiveness of the external auditor and internal auditor's duties implementation;
4. Providing recommendations regarding the improvement of the management control system and its implementation;
5. Ensuring that all information and policies issued by the Company are produced through accurate procedures and evaluations;
6. Identifying matters that require the attention of the Board of Commissioners and the duties of the Board of Commissioners;
7. Periodically evaluating the suitability of various policies related to the Company's risk management with the implementation of these policies;
8. Evaluating the implementation of the risk management function by the Company's Risk Management Work Unit;
9. Reviewing the risk management prepared and implemented by the Company and assessing the risk tolerance that can be taken by the Company;
10. Evaluating the charter of the Risk Monitoring Committee periodically in accordance with the development of the provisions of the legislation;
11. Accepting other assignments in accordance with the charter of the Risk Monitoring Committee;

JUMLAH DAN KOMPOSISI

Anggota Komite Pemantau Risiko terdiri dari sekurang-kurangnya satu orang anggota Dewan Komisaris, dan sekurang-kurangnya 2 (dua) orang anggota lainnya yang berasal dari luar Perseroan. Pada tahun 2020, Komposisi Komite Audit Perseroan sebagai berikut:

NUMBER AND COMPOSITION

Members of the Risk Monitoring Committee consist of at least one member of the Board of Commissioners, and at least 2 (two) other members from outside the Company. In 2020, the composition of the Company's Risk Monitoring Committee is as follows:

Nama Name	**Jabatan** Position	**Dasar Hukum Pengangkatan** Legal Basis of Appointment	**Periode Jabatan** Tenure
Antonius	Ketua Head	KEP-03/DK/JR/02/2020	3 tahun 3 years
Suprianto	Anggota Member	KEP-03/DK/JR/02/2020	3 tahun 3 years
Hari Setiadi	Anggota Member	KEP-03/DK/JR/02/2020	3 tahun 3 years

PROFIL ANGGOTA KOMITE PEMANTAU RISIKO

Profil lengkap Antonius dan Suprianto dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.

RISK MONITORING COMMITTEE MEMBER PROFILE

The full profiles of Mr. Antonius and Mr. Suprianto can be seen in the Company Profile chapter of this Annual Report.

Nama Name	Antonius
Jabatan Position	Ketua Komite Pemantau Risiko Head of Risk Monitoring Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-03/DK/JR/02/2020
Keahlian Expertise	Manajemen Risiko Risk Management

Nama Name	Suprianto
Jabatan Position	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-03/DK/JR/02/2020
Keahlian Expertise	Manajemen Risiko Risk Management

Hari Setiadi

Anggota Komite Pemantau Risiko
Member of Risk Monitoring Committee

Nama Name	Hari Setiadi
Jabatan Position	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-01/DK/JR/09/2020
Usia Age	65 tahun 65 years old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• Diploma 4 Sekolah Tinggi Akuntansi Negara, Jakarta (1986) • Master of Science in Accounting, The University of Wisconsin, Whitewater, WI, USA (1991) • Diploma 4 State College of Accountancy, Jakarta (1986) • Master of Science in Accounting, The University of Wisconsin, Whitewater, WI, USA (1991)
Riwayat Pekerjaan Work Experience	• Komite Audit PT Permodalan Nasional Madani (Persero), Jakarta (2015 – Juni 2020) • Kepala Inspektorat (Inspektur), BPKP (2013 – 2015) • Kepala Pusat Penelitian dan Pengembangan Pengawasan, BPKP (2012 - 2013) • Kepala Pusat Informasi Pengawasan, BPKP (2011 - 2012) • Kepala Perwakilan BPKP Propinsi Kalimantan Barat, BPKP (2008 - 2011) • Kepala Biro Perencanaan, BPKP (2006 - 2008) • Audit Committee of PT Permodalan Nasional Madani (Persero), Jakarta (2015 – June 2020) • Head of Inspectorate (Inspector), Financial and Development Supervisory Agency (BPKP) (2013 – 2015) • Head of Research and Development Center for Supervision, BPKP (2012 - 2013) • Head of Supervision Information Center, BPKP (2011 - 2012) • Head of BPKP Representative for West Kalimantan Province, BPKP (2008 - 2011) • Head of Planning Bureau, BPKP (2006 - 2008)
Jabatan Lainnya Concurrent Position	Tidak Ada None
Keahlian Expertise	Akuntansi dan Keuangan Accounting and Finance
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

TUGAS DAN TANGGUNG JAWAB

1. Bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris;
2. Dalam melaksanakan tugas Komite Pemantau Risiko bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris;
3. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor;
4. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
5. Memastikan bahwa segala informasi dan kebijakan yang dikeluarkan Perseroan dihasilkan melalui prosedur dan evaluasi yang akurat;
6. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris;
7. Melakukan evaluasi secara berkala kesesuaian berbagai kebijakan terkait manajemen risiko Perseroan dengan penerapan kebijakan tersebut;
8. Melakukan evaluasi pelaksanaan tugas pengelolaan fungsi manajemen risiko oleh Unit Kerja Manajemen Risiko Perseroan;
9. Mengkaji manajemen risiko yang disusun dan diimplementasikan oleh Perseroan serta menilai toleransi risiko yang dapat diambil oleh Perseroan;
10. Mengevaluasi piagam Komite Pemantau Risiko secara berkala disesuaikan dengan perkembangan ketentuan peraturan perundang-undangan;
11. Menerima penugasan lain sesuai dengan yang ditetapkan dalam piagam Komite Pemantau Risiko.

DUTIES AND RESPONSIBILITIES

1. Working collectively in carrying out their duties to assist the Board of Commissioners;
2. In carrying out its duties, the Risk Monitoring Committee is independent both in carrying out its duties and in reporting, and is directly responsible to the Board of Commissioners;
3. Assisting the Board of Commissioners to ensure the effectiveness of the internal audit unit and the effectiveness of the external auditor and internal auditor's duties implementation;
4. Providing recommendations regarding the improvement of the management control system and its implementation;
5. Ensuring that all information and policies issued by the Company are produced through accurate procedures and evaluations;
6. Identifying matters that require the attention of the Board of Commissioners and the duties of the Board of Commissioners;
7. Periodically evaluating the suitability of various policies related to the Company's risk management with the implementation of these policies;
8. Evaluating the implementation of the risk management function by the Company's Risk Management Work Unit;
9. Reviewing the risk management prepared and implemented by the Company and assessing the risk tolerance that can be taken by the Company;
10. Evaluating the charter of the Risk Monitoring Committee periodically in accordance with the development of the provisions of the legislation;
11. Accepting other assignments in accordance with the charter of the Risk Monitoring Committee.

RAPAT KOMITE PEMANTAU RISIKO

Sepanjang tahun 2020, Komite Pemantau Risiko melaksanakan 4 (empat) kali rapat dengan rincian agenda dan daftar kehadiran sebagai berikut:

RISK MONITORING COMMITTEE MEETING

Throughout 2020, the Risk Monitoring Committee held 4 (four) meetings with details of the agenda and attendance list as follows:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Antonius	Ketua Head	4	4	100%
Hari Setiadi	Anggota Member	4	4	100%
Supriyanto	Anggota Member	4	4	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	14 Oktober 2020 October 14, 2020	Pelaporan manajemen risiko bulanan Monthly risk management reporting
2	2-3 November 2020 November 2-3, 2020	Progres pengendalian risiko Risk control progress
3	12 Desember 2020 December 12, 2020	Isu-Isu risiko lainnya Other risk issues
4	21 Desember 2020 December 21, 2020	Identifikasi dan mitigasi risiko tahun 2021 2021 risk identification and mitigation

PELAKSANAAN TUGAS

1. Bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris;
2. Dalam melaksanakan tugas Komite Pemantau Risiko bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris;
3. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor;
4. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
5. Memastikan bahwa segala informasi dan kebijakan yang dikeluarkan Perseroan dihasilkan melalui prosedur dan evaluasi yang akurat;
6. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris;
7. Melakukan Evaluasi secara berkala kesesuaian berbagai kebijakan terkait manajemen risiko Perseroan dengan penerapan kebijakan tersebut;
8. Melakukan Evaluasi pelaksanaan tugas pengelolaan fungsi manajemen risiko oleh Unit Kerja Manajemen Risiko Perseroan;
9. Mengkaji manajemen risiko yang disusun dan diimplementasikan oleh Perseroan serta menilai toleransi risiko yang dapat diambil oleh Perseroan;
10. Mengevaluasi piagam Komite Pemantau Risiko secara berkala disesuaikan dengan perkembangan ketentuan peraturan perundang-undangan;
11. Menerima penugasan lain sesuai dengan yang ditetapkan dalam piagam Komite Pemantau Risiko.

IMPLEMENTATION OF DUTIES

1. Working collectively in carrying out their duties to assist the Board of Commissioners;
2. In carrying out its duties, the Risk Monitoring Committee is independent both in carrying out its duties and in reporting, and is directly responsible to the Board of Commissioners;
3. Assisting the Board of Commissioners to ensure the effectiveness of the internal audit unit and the effectiveness of the external auditor and internal auditor's duties implementation;
4. Providing recommendations regarding the improvement of the management control system and its implementation;
5. Ensuring that all information and policies issued by the Company are produced through accurate procedures and evaluations;
6. Identifying matters that require the attention of the Board of Commissioners and the duties of the Board of Commissioners;
7. Periodically evaluating the suitability of various policies related to the Company's risk management with the implementation of these policies;
8. Evaluating the implementation of the risk management function by the Company's Risk Management Work Unit;
9. Reviewing the risk management prepared and implemented by the Company and assessing the risk tolerance that can be taken by the Company;
10. Evaluating the charter of the Risk Monitoring Committee periodically in accordance with the development of the provisions of the legislation;
11. Accepting other assignments in accordance with the charter of the Risk Monitoring Committee.

KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE

Untuk meningkatkan penerapan prinsip tata kelola perusahaan yang baik, yang berkaitan dengan transparansi proses nominasi dan remunerasi serta meningkatkan kualitas, kompetensi dan tanggung jawab Direksi dan Dewan Komisaris, pada 17 April 2020, Dewan Komisaris membentuk Komite Nominasi dan Remunerasi.

To improve the implementation of good corporate governance principles, which are related to the transparency of the nomination and remuneration process as well as to improve the quality, competence and responsibilities of the Board of Directors and the Board of Commissioners, on April 17, 2020, the Board of Commissioners established the Nomination and Remuneration Committee.

DASAR HUKUM

1. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor : PER-01/MBU/2011 jo PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
4. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor; PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
5. Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;

LEGAL BASIS

1. Law Number 19 of 2003 concerning State-Owned Enterprises;
2. Law Number 40 of 2007 concerning Limited Liability Companies;
3. Regulation of the Minister of State for State-Owned Enterprises Number: PER-01/MBU/2011 in conjunction with PER-09/MBU/2012 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
4. Regulation of the Minister of State for State-Owned Enterprises Number; PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
5. Financial Services Authority Regulation Number 34/POJK.04/2014 concerning Nomination and Remuneration Committee for Issuers or Public Companies;

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Dikarenakan Komite Nominasi dan Remunerasi baru dibentuk pada April 2020, hingga akhir tahun 2020, Komite Nominasi dan Remunerasi belum memiliki piagam atau pedoman Komite Nominasi dan Remunerasi. Pedoman kerja Komite Nominasi dan Remunerasi Jasa Raharja mengacu pada Surat Keputusan Dewan Komisaris No. KEP-02/DK/JR/IV/2020 tentang Pembentukan Komite Nominasi dan Remunerasi Jasa Raharja.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

Due to the fact that the Nomination and Remuneration Committee was only formed in April 2020, until the end of 2020, the Nomination and Remuneration Committee does not yet have a charter or guidelines. The work guidelines of the Jasa Raharja Nomination and Remuneration Committee refer to the Decree of the Board of Commissioners No. KEP-02/DK/JR/IV/2020 concerning the Establishment of the Jasa Raharja Nomination and Remuneration Committee.

JUMLAH DAN KOMPOSISI

Anggota Komite Nominasi dan Remunerasi terdiri dari sekurang-kurangnya satu orang anggota Dewan Komisaris, dan sekurang-kurangnya 2 (dua) orang anggota lainnya yang berasal dari luar Perseroan. Pada tahun 2020, Komposisi Komite Nominasi dan Remunerasi Perseroan sebagai berikut:

NUMBER AND COMPOSITION

The members of the Nomination and Remuneration Committee consist of at least one member of the Board of Commissioners, and at least 2 (two) other members from outside the Company. In 2020, the composition of the Nomination and Remuneration Committee of the Company is as follows:

Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Periode Jabatan Tenure
Setya Utama	Ketua Head	KEP-02/DK/JR/IV/2020	2020
Suprianto	Sekretaris merangkap Anggota Secretary and Member	KEP-02/DK/JR/IV/2020	2020
Budi Setiyadi	Anggota Member	KEP-02/DK/JR/IV/2020	2020
Antonius	Anggota Member	KEP-02/DK/JR/IV/2020	2020

PROFIL ANGGOTA KOMITE NOMINASI DAN REMUNERASI

Profil lengkap Setya Utama, Budi Setiyadi, Antonius dan Suprianto dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.

NOMINATION AND REMUNERATION COMMITTEE MEMBER PROFILE

The full profiles of Setya Utama, Budi Setiyadi, Antonius and Suprianto can be seen in the Company Profile chapter of this Annual Report.

Nama Name	Setya Utama
Jabatan Position	Ketua Komite Nominasi dan Remunerasi Head of Nomination and Remuneration Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-02/DK/JR/IV/2020
Keahlian Expertise	Manajemen Sumber Daya Manusia Human Resource Management

*) Berhenti pada tanggal 18 November 2020
*) Quit on November 18, 2020

Nama Name	Suprianto
Jabatan Position	Sekretaris merangkap Anggota Komite Pemantau Risiko Secretary and Member of Nomination and Remuneration Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-02/DK/JR/IV/2020
Keahlian Expertise	Manajemen dan Keuangan Management and Finance

Nama Name	Antonius
Jabatan Position	Anggota Komite Pemantau Risiko Member of Nomination and Remuneration Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-02/DK/JR/IV/2020
Keahlian Expertise	Keuangan Finance

Nama Name	Budi Setiyadi
Jabatan Position	Anggota Komite Pemantau Risiko Member of Nomination and Remuneration Committee
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-02/DK/JR/IV/2020
Keahlian Expertise	Manajemen Management

TUGAS DAN TANGGUNG JAWAB

Komite Nominasi dan Remunerasi bertugas:
Terkait dengan fungsi nominasi:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
   a. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
   b. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;
   c. Kebijakan evaluasi kinerja bagi anggota Direksi dan/ atau anggota Dewan Komisaris
2. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi;
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/ atau anggota Dewan Komisaris;
4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS;
5. Menyediakan *talent pool* berupa data dan profil calon anggota Direksi dan/ atau anggota Dewan Komisaris.

Terkait dengan fungsi remunerasi:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi, kebijakan atas remunerasi dan besaran atas remunerasi;
2. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris;

DUTIES AND RESPONSIBILITIES

The Nomination and Remuneration Committee is in charge of:
Related to the nomination function:

1. Provide recommendations to the Board of Commissioners regarding:
   a. Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners;
   b. Policies and criteria required in the nomination process;
   c. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners
2. 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 the benchmarks that have been prepared as evaluation material;
3. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners;
4. Provide proposals for candidates who meet the requirements as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS;
5. Provide a talent pool in the form of data and profiles of prospective members of the Board of Directors and/or members of the Board of Commissioners.

Related to the remuneration function:

1. Provide recommendations to the Board of Commissioners regarding the remuneration structure, policies on remuneration and the amount of remuneration;
2. Assist the Board of Commissioners in conducting performance appraisals in accordance with the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners;

RAPAT KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi minimal melakukan kegiatan rapat 1 (satu) kali dalam 1 (satu) bulan yang dihadiri oleh Ketua dan mayoritas jumlah anggota Komite Nominasi dan Remunerasi wajib hadir:

NOMINATION AND REMUNERATION COMMITTEE MEETING

The Nomination and Remuneration Committee conducts at least 1 (one) meeting in 1 (one) month which is attended by the Head and the majority of the members of the Nomination and Remuneration Committee:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Setya Utama	Ketua Head	3	3	100%
Suprianto	Sekretaris merangkap Anggota Secretary and Member	3	3	100%
Budi Setiyadi	Anggota Member	3	3	100%
Antonius	Anggota Member	3	3	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	20 April 2020 April 20, 2020	Pembahasan *Talent Succession Management* PT Jasa Raharja Discussion on Talent Succession Management of PT Jasa Raharja
2	24 April 2020 April 24, 2020	Pembahasan Hasil *Fit and Proper Test* Kandidat *Talent* BOD-1 PT Jasa Raharja Discussion on Fit and Proper Test Results for BOD-1 Talent Candidates of PT Jasa Raharja
3	29 Mei 2020 May 29, 2020	Pembahasan Remunerasi Dewan Komisaris dan Direksi PT Jasa Raharja Tahun 2020 Discussion on the remuneration of the Board of Commissioners and the Board of Directors of PT Jasa Raharja in 2020

PELAKSANAAN TUGAS KOMITE

Sepanjang tahun 2020, Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya, antara lain dengan melakukan kegiatan sebagai berikut:

1. Membuat Undangan *Fit and Proper Test* Kandidat *Talent* BOD-1 PT Jasa Raharja;
2. Melaksanakan *Fit and Proper Test* Kandidat *Talent* BOD-1 PT Jasa Raharja;
3. Membuat Surat Usulan Implementasi *Talent Succession Management* PT Jasa Raharja kepada Pemegang Saham;
4. Membuat Surat Revisi S-10/DK-JR/IV/2020 tanggal 28 April 2020 perihal Implementasi *Talent Succession Management* PT Jasa Raharja dan surat Direksi PT Jasa Raharja;
5. Pembahasan Remunerasi Dewan Komisaris dan Direksi PT Jasa Raharja Tahun 2020.

IMPLEMENTATION OF DUTIES

Throughout 2020, the Nomination and Remuneration Committee has conducted the duties and responsibilities, including the following activities:

1. Wrote an Invitation for Fit and Proper Test for PT Jasa Raharja's BOD-1 Talent Candidate;
2. Conducted a Fit and Proper Test for PT Jasa Raharja's BOD-1 Talent Candidate;
3. Prepared a Proposal for the Implementation of PT Jasa Raharja's Talent Succession Management to Shareholders;
4. Drafted a Revised Letter of S-10/DK-JR/IV/2020 dated April 28, 2020, regarding the Implementation of Talent Succession Management of PT Jasa Raharja and a letter from the Board of Directors of PT Jasa Raharja;
5. Conducted discussion on the remuneration of the Board of Commissioners and the Board of Directors of PT Jasa Raharja in 2020.

KEBIJAKAN SUKSESI DIREKSI

Perseroan pada saat ini sedang mengembangkan pengelolaan sumber daya manusia melalui *Human Capital Management* (HCM) yang diharapkan mendapatkan kepastian dalam menapaki jenjang karier puncak yaitu menjadi *top management* baik untuk menjadi pejabat satu tingkat di bawah Direksi maupun untuk menjadi Direksi Perseroan masa datang.

Rencana jangka panjang perusahaan mengisyaratkan pola rekrutmen yang mengarah kepada pola umum dengan jalur karier yang normal dan rekrutmen dengan pola khusus melalui *Executive Development Program*.

Pengembangan karier dengan pola khusus yang berbasis kompetensi merupakan sebuah keniscayaan dengan tahapan sebagai berikut:

1. Menyusun profil jabatan sebagai bahan dalam penyusunan sistem pola karier yang berbasis kompetensi;
2. Menyusun pendidikan formal dan informal yang harus ditempuh oleh Direksi masa depan;
3. Menyusun jenjang karier yang dilalui untuk memperkuat kompetensi;
4. Menyusun persyaratan dan kriteria Calon Direksi;
5. Adanya sistem aplikasi pola karier yang berbasis kompetensi.

BOARD OF DIRECTORS SUCCESSION POLICY

The Company is currently developing human resource management through Human Capital Management (HCM) which is expected to ensure certainty in climbing the top career path, namely becoming top management, that is, to become officials one level below the Board of Directors and to become Directors of the Company in the future.

The Company's long-term plan implies a recruitment pattern which leads to a general pattern with a normal career path and a specific recruitment pattern through the Executive Development Program.

Career development with a competency-based specific pattern is a necessity that is conducted with the following stages:

1. Develop a job profile as a material in the preparation of a competency-based career pattern system;
2. Develop formal and informal education requirements that must be taken by future Directors;
3. Develop a career path which must be passed to strengthen competence;
4. Develop requirements and criteria for Candidates for Directors;
5. Ensure a competency-based career pattern application system.

KOMITE INVESTASI
INVESTMENT COMMITTEE

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 73/ POJK.05/2016 tanggal 23 Desember 2016 tentang Tata Kelola Perusahaan yang Baik Bagi Perusahaan Perasuransian, pasal 49 ayat 1 yang berbunyi "Direksi Perseroan wajib membentuk Komite Investasi", Perseroan telah membentuk Komite Investasi yang bertugas membantu Direksi dalam merumuskan kebijakan investasi dan memantau pelaksanaan kebijakan investasi yang telah ditetapkan.

In accordance with the Financial Services Authority Regulation No. 73/POJK.05/2016 dated December 23, 2016 concerning Good Corporate Governance for Insurance Companies, article 49 paragraph 1 which reads "The Board of Directors of the Company is required to establish an Investment Committee", the Company has established an Investment Committee whose task is to assist the Board of Directors in formulating investment policies and monitor the implementation of established investment policies.

DASAR PEMBENTUKAN

Peraturan Otoritas Jasa Keuangan Nomor: 73/ POJK.05/2016 tanggal 23 Desember 2016 tentang Tata Kelola Perusahaan yang Baik Bagi Perusahaan Perasuransian.

LEGAL BASIS

Regulation of Financial Services Authority No. 73/POJK.05/2016 dated December 23, 2016 concerning Good Corporate Governance for Insurance Companies.

KOMPOSISI KEANGGOTAAN

Komposisi keanggotaan Komite Investasi berdasarkan Surat Keputusan Direksi No. KEP/143/2020 tentang Perubahan atas Keputusan Direksi No. KEP/129/2019 Tanggal 22 Mei 2019 Tentang Komite Investasi tanggal 30 Juni 2020 adalah sebagai berikut:

MEMBERSHIP COMPOSITION

The composition of the Investment Committee membership, based on the Decree of the Board of Directors No. KEP/143/2020 concerning Amendments to the Decree of the Board of Directors No. KEP/129/2019 on May 22, 2019, Regarding the Investment Committee on June 30, 2020, is as follows:

Pembina **Advisor**	Direktur Keuangan Director of Finance
Ketua **Chairperson**	Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan Head of Risk Management and Corporate Transformation Division
Wakil Ketua **Deputy Chairperson**	Kepala Divisi Keuangan Head of Finance Division
Sekretaris **Secretary**	Staf Administrasi Tk. II Divisi MRTP (Ana Kristiana) Level II Administrative Staff of Risk Management and Corporate Transformation Division (Ana Kristiana)
Anggota **Members**	1. Sekretaris Perusahaan 2. Kepala Divisi Akuntansi 3. Kepala Biro Hukum dan Kepatuhan 4. Kepala Urusan Manajemen Risiko Keuangan dan Teknologi Informasi 5. Kepala Urusan Transformasi Perusahaan 6. Kepala Urusan Keuangan 7. Kepala Urusan Akuntansi 8. Kepala Seksi Pengembangan Proses Bisnis 9. Kepala Seksi Risiko Investasi dan Teknologi Informasi 10. Kepala Seksi Akuntansi 11. Staf Administrasi Tk.I Divisi Akuntansi (Hilman Setyadi) 12. Staf Administrasi Tk.I Divisi MRTP (Satya Primadi) 13. Staf Administrasi Tk.I Divisi TIK (Intania Risky R)

	1. Corporate Secretary 2. Head of Accounting Division 3. Head of Legal and Compliance Bureau 4. Head of Financial Risk Management and Information Technology Affairs 5. Head of Corporate Transformation Affairs 6. Head of Financial Affairs 7. Head of Accounting Affairs 8. Head of Business Process Development Section 9. Head of Investment Risk and Information Technology Section 10. Head of Accounting Section 11. Level I Administrative Staff of Accounting Division (Hilman Setyadi) 12. Level I Administrative Staff of Risk Management and Corporate Transformation Division (Satya Primadi) 13. Level I Administrative Staff of ICT Division (Intania Risky R)
Narasumber **Source**	Moh. Fendi Susiyanto, S.Si, MM, CWM, CTA

TUGAS DAN TANGGUNG JAWAB

1. Bertugas membantu Direksi dalam merumuskan kebijakan investasi;
2. Membuat rekomendasi arahan investasi dan rancangan komposisi portofolio investasi yang disampaikan kepada Direksi dan yang akan dilaksanakan oleh Divisi Investasi;
3. Membuat rekomendasi kepada Direksi terhadap instrumen investasi yang akan ditempatkan;
4. Melakukan pemantauan dan mengevaluasi atas penempatan investasi yang telah dilakukan oleh Perseroan serta memberikan rekomendasi atas penilaian investasi tersebut kepada Direksi.

DUTIES AND RESPONSIBILITIES OF INVESTMENT COMMITTEE

1. Assisting the Board of Directors in formulating investment policies;
2. Making investment recommendations and portfolio planning submitted to the Board of Directors, which will be carried out by the Investment Division;
3. Making recommendations to the Board of Directors on the investment instruments to be placed;
4. Monitoring and evaluating the investment placements that have been made by the Company and provide recommendations on the assessment of these investments to the Board of Directors.

RAPAT

Komite Investasi minimal melakukan kegiatan rapat 1 (satu) kali dalam 1 (satu) bulan yang dihadiri oleh Ketua dan mayoritas jumlah anggota Komite Investasi wajib hadir:

MEETINGS

The Investment Committee conducts at least 1 (one) meeting in 1 (one) month which is attended by the Chairperson and the majority of the Investment Committee members who are required to attend:

Frekuensi Kehadiran
Attendance Frequency

Nama Name	**Jabatan** Position	**Kehadiran** Number of Meetings	**Persentase** Attendance
Suhardiman	Ketua | Chairperson	8	89%
Triyugara	Wakil Ketua | Deputy Chairperson	7	78%
Ana Kristiana	Sekretaris | Secretary	8	89%
Harwan Muldidarmawan	Anggota | Member	8	89%
Rama Yudha	Anggota | Member	7	78%
R.M. Wahyu Widodo	Anggota | Member	8	89%
A.A. Lanang Dawan Wisnu W	Anggota | Member	7	78%
Ade Sobariah	Anggota | Member	6	67%
Anang Witjaksono	Anggota | Member	8	89%

Frekuensi Kehadiran
Attendance Frequency

Nama Name	Jabatan Position	Kehadiran Number of Meetings	Persentase Attendance
Raihan Farani	Anggota | Member	8	89%
Hastuti Retnowulan	Anggota | Member	8	89%
Ade Triyono	Anggota | Member	8	89%
Reno Hendiarto	Anggota | Member	8	89%
Hilman Setyadi	Anggota | Member	8	89%
Satya Primadi	Anggota | Member	8	89%
Intania Risky	Anggota | Member	8	89%

Agenda Rapat
Meeting Agenda

No.	Tanggal Date	Agenda Agenda
1	2 Maret 2020 March 2, 2020	Rekomendasi Usulan Strategi Triwulan I 2020 Recommended Strategy for Quarter I 2020
2	15 April 2020 April 15, 2020	Rekomendasi Usulan Strategi Triwulan II 2020 Recommended Strategy for Quarter II 2020
3	21 April 2020 April 21, 2020	Rekomendasi Kajian Penambahan Modal Disetor PT Jasa Raharja Putera Recommendations for the Discussion of Additional Paid-In Capital for PT Jasa Raharja Putera
4	30 Juni 2020 June 30, 2020	Rekomendasi Usulan Penempatan Investasi Reksa Dana Penyertaan Terbatas (RDPT) Bahana Sinergi BUMN Fund I Recommendations for Investment Placement of Limited Participation Mutual Funds (RDPT) Bahana Sinergi BUMN Fund I
5	3 Agustus 2020 August 3, 2020	Rekomendasi Usulan Strategi Triwulan III 2020 Recommended Strategy for Quarter III 2020
6	26 Agustus 2020 August 26, 2020	Rekomendasi Usulan Analisis Penempatan Investasi *Medium Term Notes* (MTN) I Kimia Farma Tahun 2019 Recommendations for the Proposal of Analysis of Investment Placement for Kimia Farma Medium Term Notes (MTN) I in 2019
7	27 Oktober 2020 October 27, 2020	Rekomendasi Usulan Analisis Perpanjangan Investasi Obligasi Wajib Konversi (OWK) ReINDO 2014 Recommendations for the Proposal of ReINDO 2014 Mandatory Convertible Bonds (OWK) Investment Extension Analysis
8	18 Desember 2020 December 18, 2020	Rekomendasi Usulan Strategi Triwulan IV 2020 Recommended Strategy for Quarter IV 2020
9	21 Desember 2020 December 21, 2020	Rekomendasi Usulan Pembelian dan Penjualan Saham melalui Pasar Sekunder Recommendations for Proposed Purchase and Sale of Shares through the Secondary Market

PELAKSANAAN TUGAS

1. Bertugas membantu Direksi dalam merumuskan kebijakan investasi;
2. Membuat rekomendasi arahan investasi dan rancangan komposisi portofolio investasi yang disampaikan kepada Direksi dan yang akan dilaksanakan oleh Divisi Investasi;
3. Membuat rekomendasi kepada Direksi terhadap *instrument* investasi yang akan ditempatkan;
4. Melakukan pemantauan dan mengevaluasi atas penempatan investasi yang telah dilakukan oleh Perseroan serta memberikan rekomendasi atas penilaian investasi tersebut kepada Direksi.

IMPLEMENTATION OF DUTIES

1. Assist the Board of Directors in formulating investment policies;
2. Make recommendations on the investment path and design of investment portfolio composition which will be submitted to the Board of Directors and which will be implemented by the Investment Division;
3. Make recommendations to the Board of Directors on investment instruments to be placed;
4. Monitor and evaluate the investment placements which have been made by the Company and provide recommendations on the assessment of these investments to the Board of Directors.

KOMITE MANAJEMEN RISIKO TERINTEGRASI

INTEGRATED RISK MANAGEMENT COMMITTEE

Komite Manajemen Risiko Terintegrasi Konglomerasi Keuangan telah dibentuk pada PT Jasa Raharja berdasarkan Keputusan Direksi Nomor KEP/57/2021 tentang Perubahan Atas Keputusan Direksi Nomor KEP/139.1/2019 tanggal 31 Mei 2019 tentang Komite Manajemen Risiko Terintegrasi Konglomerasi Keuangan.

Adapun anggota dari Komite tersebut terdiri dari pimpinan eksekutif Jasa Raharja Group yaitu PT Jasa Raharja dan PT Jasaraharja Putera.

The Financial Conglomerate Integrated Risk Management Committee has been established at PT Jasa Raharja based on the Decree of the Board of Directors Number KEP/57/2021 concerning Amendment to the Decree of the Board of Directors Number KEP/139.1/2019 dated May 31, 2019 concerning the Financial Conglomerate Integrated Risk Management Committee.

The members of the Committee consist of the chief executives of the Jasa Raharja Group, namely PT Jasa Raharja and PT Jasaraharja Putera.

KOMITE PENGARAH TEKNOLOGI INFORMASI & KOMUNIKASI

INFORMATION & COMMUNICATION TECHNOLOGY STEERING COMMITTEE

Dalam rangka penerapan tata kelola Teknologi Informasi dan Komunikasi agar sejalan dengan rencana strategis Teknologi Informasi dan Komunikasi Perseroan yang telah terintegrasi, maka perlu adanya pengarah dalam pelaksanaan yang berkelanjutan. Selain itu, agar tujuan penerapan sistem Teknologi Informasi (TI) sejalan dengan strategi Perseroan termasuk rencana belanja/investasi di unit kerja kantor pusat supaya tidak terjadi tumpang tindih (*redundancy*) dengan inisiatif dari Teknologi Informasi Komunikasi (TIK), maka Jasa Raharja membentuk Komite Pengarah Teknologi Informasi dan Komunikasi.

Dasar Hukum

1. Anggaran Dasar PT Jasa Raharja
2. Peraturan Menteri Komunikasi dan Informasi No. 41/PER/MEN.KOMINFO/11/2007 tanggal 19 November 2007 tentang Panduan Umum Tata Kelola Teknologi Informasi dan Komunikasi Nasional;
3. Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/2013 tanggal 18 Februari 2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara;

Tujuan Pembentukan Komite Pengarah Teknologi Informasi dan Komunikasi

Tujuan dibentuknya Komite Pengarah TIK adalah:

1. Menyinergikan dan mengintegrasikan rencana TIK Perseroan yang mengakomodir kepentingan seluruh unit kerja sejalan dengan strategi Perseroan;
2. Menyinergikan rencana belanja/investasi TIK unit kerja untuk memastikan tidak adanya tumpang tindih (*redundancy*) dengan inisiatif TIK dan memiliki nilai tambah; dan
3. Melakukan *review* atas evaluasi berkala implementasi TIK untuk memastikan keselarasan dengan visi dan misi Perseroan.

Susunan Keanggotaan

In the context of implementing Information and Communication Technology governance to be in line with the Company's integrated Information and Communication Technology strategic plan, it is necessary to have a guideline in sustainable implementation. In addition, to make the objectives of implementing the Information Technology (IT) system are in line with the Company's strategy, which also covers the spending/investment plans in the head office work unit so that there is no redundancy with the initiatives of Computer Information Technology (ICT), Jasa Raharja has established an ICT Steering Committee.

Legal basis

1. Articles of Association of PT Jasa Raharja
2. Regulation of the Minister of Communication and Information Number 41/PER/MEN.KOMINFO/11/2007 dated November 19, 2007, concerning General Guidelines for Governance of National Information and Communication Technology;
3. Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/2013 dated February 18, 2013, concerning Guidelines for the Preparation of Information Technology Management of State-Owned Enterprises;

Objectives of Establishing Information and Communication Technology (ICT) Steering Committee

The objectives of the establishment of the ICT Steering Committee are:

1. To synergize and integrate the Company's ICT plan that accommodates the interests of all work units to be in line with the Company's strategy;
2. To synergize the work unit's ICT spending/investment plan to ensure that there is no redundancy with ICT initiatives and to ensure added value; and
3. To review periodic evaluations of ICT implementation to ensure alignment with the Company's vision and mission.

Membership Composition

Ketua **Chairperson**	Direktur Keuangan Director of Finance
Wakil Ketua **Deputy Chairperson**	Direktur Manajemen Risiko & Teknologi Informasi Director of Risk Management & Information Technology
Sekretaris **Secretary**	Sekretaris Perusahaan Corporate Secretary

Anggota **Members**	1. Kepala Satuan Pengawasan Intern 2. Kepala Divisi Pelayanan 3. Kepala Divisi Asuransi 4. Kepala Divisi Umum 5. Kepala Divisi *Human Capital* 6. Kepala Divisi Keuangan 7. Kepala Divisi Investasi 8. Kepala Divisi Akuntansi 9. Kepala Divisi MR & Transformasi Perusahaan 10. Kepala Divisi Teknologi Informasi dan Komunikasi 11. Kepala Biro Hukum dan Kepatuhan 12. Kepala Cabang Utama DKI Jakarta 1. Head of Internal Audit Unit 2. Head of Service Division 3. Head of Insurance Division 4. Head of General Affairs Division 5. Head of Human Capital Division 6. Head of Finance Division 7. Head of Investment Division 8. Head of Accounting Division 9. Head of Risk Management & Corporate Transformation Division 10. Head of Information and Communication Technology Division 11. Head of Legal and Compliance Bureau 12. Head of DKI Jakarta Main Branch

Tanggung Jawab

Tanggung jawab Ketua Komite sebagai berikut:

1. Memimpin rapat Tim Pengarah TIK;
2. Mengoordinasikan kegiatan Tim Pengarah dalam memverifikasi dan memvalidasi IT *Strategic Plan* (ITSP);
3. Mengarahkan penyusunan ITSP agar selaras dengan Rencana Jangka Panjang Perusahaan (RJPP);
4. Melakukan *review* seluruh inisiatif investasi di bidang TIK yang diajukan setiap tahun anggaran sebelum disetujui Direktur Utama;
5. Memberikan rekomendasi kepada Direktur Utama tentang rencana investasi bidang TIK; dan
6. Mengarahkan kinerja seluruh Tim Pengarah TIK dalam memantau dan mengevaluasi efektivitas tata kelola TIK secara keseluruhan.

Tanggung jawab Wakil Ketua Komite sebagai berikut:

1. Membantu Ketua Komite dalam mengkoordinasikan penyusunan *IT Strategic Plan* (ITSP); dan
2. Mewakili Ketua Komite dalam memimpin rapat Tim Pengarah TIK apabila Ketua Komite berhalangan hadir.

Responsibilities

Responsibilities of the Committee Chairperson are as follows:

1. Lead the ICT Steering Team meeting;
2. Coordinate the activities of the Steering Team in verifying and validating the IT Strategic Plan (ITSP);
3. Direct the preparation of ITSP to be in line with the Company's Long Term Plan (RJPP);
4. Review all investment initiatives in the ICT sector which are submitted every fiscal year before being approved by the President Director;
5. Provide recommendations to the President Director regarding investment plans in the ICT sector; and
6. Direct the performance of the entire ICT Steering Team in monitoring and evaluating the overall effectiveness of ICT governance.

Responsibilities of the Deputy Chairperson of the Committee are as follows:

1. Assist the Committee Chairperson in coordinating the preparation of the IT Strategic Plan (ITSP); and
2. Represent the Chairperson of the Committee in chairing the ICT Steering Team meeting if the Committee Chairperson is unable to attend.

Tanggung jawab Sekretaris Komite sebagai berikut:
1. Menyampaikan undangan rapat Ketua Komite kepada seluruh anggota Tim dan narasumber;
2. Mencatat dan menghimpun informasi yang penting selama rapat Tim Pengarah TIK;
3. Menyusun notulen berdasarkan hasil rapat;
4. Menyampaikan notulen rapat kepada anggota Tim; dan menyiapkan dan menghimpun bahan bagi penetapan rekomendasi tata kelola TIK yang akan disampaikan Tim Pengarah TIK kepada Direktur Utama.

Tanggung jawab Anggota Komite sebagai berikut:
1. Memberi pertimbangan kepada Ketua Komite dalam menetapkan rekomendasi investasi bidang TIK sesuai bidang yang menjadi tanggung jawabnya;
2. Memberi arahan dan masukan kepada Divisi TIK dan seluruh unit kerja dalam menyusun kebutuhan/rencana investasi tahunan bidang TIK;
3. Mengevaluasi efektivitas penerapan tata kelola TIK dan kesesuaiannya terhadap RJPP Perseroan;
4. Memberi arahan dan masukan langkah-langkah pengendalian risiko khususnya risiko terkait penggunaan TIK yang berdampak signifikan bagi Perseroan;
5. Memantau kesesuaian realisasi anggaran tahunan terhadap rencana investasi baik yang diimplementasikan dalam bentuk proyek maupun operasional bidang TIK;
6. Memantau kesiapan rencana kelangsungan layanan TIK apabila terjadi bencana; membantu penyelesaian masalah/insiden yang kritikal yang berdampak pada operasional bisnis Perseroan;
7. Mengevaluasi dan menganalisa laporan kinerja tata kelola TIK yang disampaikan oleh Divisi TIK;
8. Melakukan *review* efektivitas seluruh kebijakan tata kelola TIK termasuk di dalamnya kebijakan tentang proyek TIK, kebijakan secara berkala dan memberi masukan atau rekomendasi untuk memperbaiki dan meningkatkan efektivitasnya.

The responsibilities of the Committee Secretary are as follows:
1. Send out invitations from the Committee Chairperson for the meeting to all Team members and source person;
2. Record and collect important information during the ICT Steering Team meeting;
3. Prepare minutes based on meeting results;
4. Submit the minutes of the meeting to the team members, and prepare and collect materials for the determination of ICT governance recommendations which will be submitted by the ICT Steering Team to the President Director.

Responsibilities of Committee Members are as follows:
1. Provide consideration to the Committee Chairperson in determining investment recommendations in the ICT sector according to their respective field of responsibility;
2. Provide direction and input to the ICT Division and all work units in compiling the need/annual investment plan in the ICT sector;
3. Evaluate the effectiveness of the implementation of ICT governance and its conformity to the Company's RJPP;
4. Provide direction and input on risk control measures, especially risks related to the use of ICT that have a significant impact on the Company;
5. Monitor the suitability of the annual budget's realization against the investment plan, whether implemented in the form of projects or operations in the ICT sector;
6. Monitor the readiness of the ICT service continuity plan in the event of a disaster; assist in solving critical problems/incidents that have an impact on the Company's business operations;
7. Evaluate and analyze ICT governance performance reports submitted by the ICT Division;
8. Review the effectiveness of all ICT governance policies including policies on ICT projects, policies on a regular basis, and providing input or recommendations to improve and enhance their effectiveness.

KOMITE TALENTA
TALENT COMMITTEE

Keberadaan SDM yang handal yang sesuai dengan kebutuhan Perusahaan merupakan hal yang sangat penting untuk memastikan tercapainya tujuan Perusahaan. Karena itu, Jasa Raharja membentuk Komite Talenta dalam rangka memastikan ketersediaan, pengembangan, dan mempertahankan pegawai bertalenta yang dibutuhkan untuk menjamin keberlanjutan kepemimpinan di Perusahaan.

Komite Talenta dibentuk berdasarkan Surat Keputusan Direksi Nomor KEP/80/2020 tentang Komite Talenta.

The presence of reliable human resources in accordance with the needs of the Company is very important to ensure the achievement of the Company's goals. Therefore, Jasa Raharja formed a Talent Committee in order to ensure the availability, development, and retention of talented employees needed to ensure the continuity of leadership in the Company.

The Talent Committee was formed based on the Decree of the Board of Directors Number KEP/80/2020 concerning the Talent Committee.

RUANG LINGKUP KOMITE TALENTA

Komite Talenta memiliki ruang lingkup tugas sebagai berikut:
1. Akuisisi Talenta (*Talent Acquisition*);
2. Klasifikasi Talenta (*Talent Classification*);
3. Pengembangan Talenta (*Talent Development*);
4. Pergerakan Talenta (*Talent Mobility*); dan
5. Retensi Talenta (*Talent Retention*).

SCOPE OF DUTIES OF THE TALENT COMMITTEE

The Talent Committee has the following scope of duties:
1. Talent Acquisition;
2. Talent Classification;
3. Talent Development;
4. Talent Mobility; and
5. Talent Retention.

TUGAS DAN WEWENANG

Tugas Komite Talenta adalah sebagai berikut:
1. Menjalankan proses manajemen Talenta untuk masing-masing posisi jabatan;
2. Menjalankan proses asesmen Talenta;
3. Menetapkan proses klasifikasi/*mapping Talenta* berdasarkan *Talent Matrix Model* (*Nine boxes*);
4. Menyusun dan menetapkan program pengembangan Talenta;
5. Menetapkan dan/atau mengusulkan pelaksanaan penugasan para Talenta; dan
6. Menetapkan program Retensi Talenta.

Wewenang Komite Talenta adalah sebagai berikut;
1. Mengusulkan proses Akuisisi Talenta;
2. Menetapkan klasifikasi para Talenta;
3. Menginformasikan hasil asesmen kompetensi para Talenta kepada yang bersangkutan untuk tujuan pembinaan;
4. Mendorong pelaksanaan pengembangan para Talenta;
5. Memberi penugasan *Project assignment* kepada para Talenta;
6. Mengusulkan pelaksanaan penugasan para Talenta; dan
7. Mengusulkan para Talenta yang akan mengikuti program Retensi Talenta.

DUTIES AND AUTHORITIES

The duties of the Talent Committee are as follows:
1. Carry out the Talent management process for each position;
2. Carry out the Talent assessment process;
3. Determine the talent classification/mapping process based on the Talent Matrix Model (Nine boxes);
4. Develop and determine talent development programs;
5. Determine and/or propose the implementation of the assignment of Talents; and
6. Establish a Talent Retention program.

The authorities of the Talent Committee are as follows;
1. Propose the Talent Acquisition process;
2. Determine the classification of Talents;
3. Informing the results of the competency assessment of the Talents concerned for the purpose of coaching;
4. Encourage the implementation of talent development;
5. Assign Project to Talents;
6. Propose the implementation of the assignment of the Talents; and
7. Propose Talents who will participate in the Talent Retention program.

SUSUNAN KEANGGOTAAN DAN LINGKUP PENANGANAN

Susunan keanggotaan Komite Talenta adalah sebagai berikut:

1. Komite Talenta Utama, yaitu menangani Talenta pada posisi jabatan Kepala Divisi, Sekretaris Perusahaan, Kepala SPI, Kepala Biro, Kepala Cabang Utama, Kepala Cabang Tk. IA/IB, Kepala Cabang Tk. IIA/IIB, Kepala Perwakilan Tk I dan II, Spesialis dan Fungsional pada Grade B s.d. Grade D. Komposisi Komite Talenta Utama adalah sebagai berikut:
   Ketua : Direktur Utama
   Sekretaris : Direktur SDM dan Umum
   Anggota : 1. Direktur Operasional
   2. Direktur Keuangan
   3. Direktur Manajemen Risiko dan Teknologi Informasi

2. Komite Talenta Madya, yaitu menangani Talenta pada posisi jabatan Kepala Urusan, Kepala Bagian, Kepala Unit Operasional dan Humas, Kepala Unit *Human Capital* dan Umum, Kepala Unit Keuangan dan Akuntansi, Kepala Seksi, Kepala Sub Bagian, Kepala KPJR Tk. I, Spesialis dan Fungsional pada Grade E s.d. Grade I. Komposisi Komite Talenta Madya adalah sebagai berikut:
   Ketua : Direktur SDM dan Umum
   Sekretaris : Kepala Divisi Human Capital
   Anggota : 1. Direktur Terkait
   2. Kepala Unit Kerja/Kepala Cabang terkait

3. Komite Talenta Muda, yaitu menangani Talenta pada posisi jabatan Talenta pada Grade J s.d. Grade ML Komposisi Komite Talenta Muda adalah sebagai berikut:
   Ketua : Kepala Divisi *Human Capital*
   Sekretaris : Kepala Urusan Pengembangan *Human Capital*
   Anggota : 1. Kepala Satuan Pengawasan Intern
   2. Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan
   3. Kepala Unit Kerja/Kepala Cabang terkait

Hasil penilaian dari Komite Talenta Madya, dan Komite Talenta Muda akan dilaporkan kepada Komite Talenta Utama untuk dapat diketahui serta mendapatkan masukan dan persetujuan.

RAPAT KOMITE TALENTA

Kebijakan dan Pelaksanaan rapat Komite Talenta adalah sebagai berikut:

1. Komite Talenta dapat sewaktu-waktu menyelenggarakan rapat berdasarkan usulan dari Ketua Komite atau Sekretaris Komite atau minimal 2 (dua) Anggota Komite;

MEMBERSHIP STRUCTURE AND SCOPE OF HANDLING

The composition of the Talent Committee members is as follows:

1. Main Talent Committee, which handles Talents in the positions of Division Head, Corporate Secretary, Head of SPI, Head of Bureau, Head of Main Branch, Head of Level IA/IB Branch, Level IIA/IIB Branch Head, Head of Representative Level I and II, and Specialist and Functional at Grade B to Grade D. The composition of the Main Talent Committee is as follows:
   Chairman : President Director
   Secretary : Director of HR and General Affairs
   Members : 1. Director of Operations
   2. Director of Finance
   3. Director of Risk Management and Information Technology

2. Middle Talent Committee, which handles Talents in the positions of Head of Affairs, Head of Division, Head of Operational and Public Relations Unit, Head of Human Capital and General Unit, Head of Finance and Accounting Unit, Head of Section, Head of Sub Division, Head of KPJR Level. I, and Specialist and Functional in Grade E to Grade I. The composition of the Middle Talent Committee is as follows:
   Chairperson : Director of HR and General Affairs
   Secretary : Head of Human Capital Division
   Members : 1. Related Director
   2. Head of the relevant Work Unit/Branch Head

3. Young Talents Committee, which handles Talents in Talent positions Grade J to ML. The Young Talent Committee's Composition is as follows:
   Chairperson : Head of Human Capital Division
   Secretary : Head of Human Capital Development Affairs
   Members : 1. Head of Internal Audit Unit
   2. Head of Risk Management and Company Transformation Division
   3. Head of related work unit/Head of Branch

The results of the assessment from the Middle Talent Committee, and the Young Talent Committee will be reported to the Main Talent Committee to be known and receive input and approval.

Talent Committee Meetings

The policies and implementation of the Talent Committee meetings are as follows:

1. The Talent Committee may hold a meeting at any time based on the recommendation of the Committee's Chair or Committee Secretary or at least 2 (two) Committee Members;

2. Materi rapat Komite Talenta disiapkan oleh Sekretaris Komite berdasarkan data dari Divisi *Human Capital* dan bersifat rahasia, tidak untuk diketahui oleh pihak lain selain Komite Talenta dan Divisi *Human Capital*;

3. Apabila diperlukan Kepala Divisi *Human Capital* dapat hadir dalam rapat Komite Talenta Utama;
4. Rapat Komite Talenta dinyatakan *quorum* jika dihadiri oleh lebih dari 50% (lima puluh persen) keanggotaan Komite Talenta;
5. Setiap keputusan dalam rapat Komite Talenta diambil dengan cara musyawarah untuk mufakat;
6. Dalam hal keputusan mufakat tidak dapat diperoleh, maka Ketua Komite Talenta memiliki kewenangan untuk memutuskan berdasarkan masukan dari seluruh keanggotaan Komite Talenta yang hadir dalam rapat;
7. Hasil rapat Komite Talenta dituangkan dalam risalah rapat dan didokumentasikan oleh Divisi *Human Capital*;

8. Setiap keanggotaan Komite Talenta yang memiliki benturan kepentingan dengan keputusan Komite Talenta yang akan diambil, tidak berhak untuk ikut dalam pengambilan suara.

2. The material for the Talent Committee meeting is prepared by the Committee Secretary based on data from the Human Capital Division and is confidential; not to be known by other parties other than the Talent Committee and Human Capital Division;
3. If necessary, the Head of the Human Capital Division may attend the Main Talent Committee meeting;
4. The Talent Committee meeting shall be declared a quorum if attended by more than 50% (fifty percent) of the membership of the Talent Committee;
5. Every decision in the Talent Committee meetings is taken by way of deliberation to reach a consensus;
6. In the event that a consensus cannot be reached, the Chairperson of the Talent Committee has the authority to make decisions based on input from all members of the Talent Committee present at the meeting;
7. The results of the Talent Committee meetings are stated in the minutes of the meeting and documented by the Human Capital Division;
8. Any member of the Talent Committee who has a conflict of interest with the decision to be taken by the Talent Committee, is not entitled to participate in the voting.

KOMITE KARIR
CAREER COMMITTEE

Komite Karir dibentuk berdasarkan Keputusan Direksi Nomor KEP/126/2020 tentang Komite Karir Pegawai yang bertugas memberikan masukan dan rekomendasi terkait *transfer*, promosi dan demosi kecuali Kepala Unit Kerja Kantor Pusat, Kepala Cabang dan Pejabat yang dipekerjakan pada Unit Bisnis Strategis. Rapat Komite Karir dilaksanakan sedikitnya seminggu sekali atau sesuai dengan kebutuhan pengisian jabatan perusahaan.

The Career Committee was formed based on the Decree of the Board of Directors Number KEP/126/2020 concerning the Employee Career Committee in charge of providing input and recommendations related to transfers, promotions and demotions of all employees except the Heads of Head Office Work Units, Branch Heads, and Officers employed in Strategic Business Units. Career committee meetings are held at least once a week or according to the needs of filling the Company's vacant positions.

KEGIATAN KOMITE KARIR

Sepanjang tahun 2020, Komite Karir telah melaksanakan kegiatan sebagai berikut:

CAREER COMMITTEE ACTIVITIES

Throughout 2020, the Career Committee has carried out the following activities:

Tanggal Date	Agenda
7 September 2020 September 7, 2020	Rapat Pengisian Jabatan Strategis Perusahaan pada Jabatan Kepala Urusan Meeting to Fill the Company's Strategic Position at the Position of Head of Affairs
21 September 2020 September 21, 2020	Rapat Pengisian Jabatan Strategis Perusahaan pada Jabatan Kepala Bagian Administrasi Meeting to Fill the Company Strategic Positions at the Position of Head of Administration
28 September 2020 September 28, 2020	Rapat Pengisian Jabatan Strategis Perusahaan pada Jabatan Kepala Perwakilan Tk. I Meeting to Fill the Company's Strategic Position at the Position of the Head of the Level I Representative Office
5 Oktober 2020 October 5, 2020	Rapat Pengisian Jabatan Strategis Perusahaan pada Jabatan Kepala Seksi Program Kemitraan dan Kepala Seksi IWKBU dan IWKA serta Pelepasan PJT Kepala Cabang Meeting to Fill the Company's Strategic Positions at the Positions of Head of Section of the Partnership Program and Head of IWKBU and IWKA Section as well as the Release of PJT Branch Head
12 Oktober 2020 October 12, 2020	Rapat Pengisian Jabatan Strategis Kepala Bagian Asuransi Meeting to Fill the Company's Strategic Position at the Position of the Head of Insurance Division

SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

Direksi membentuk Sekretaris Perusahaan sebagai unit kerja yang bertanggung jawab melaksanakan tugas sebagai pejabat penghubung (*liaison officer*) dan ditugaskan oleh Direksi untuk melaksanakan kegiatan kesekretariatan, kebijakan legal Perseroan dan kebijakan komunikasi Perseroan baik eksternal maupun internal dalam menunjang kelancaran kegiatan hubungan Perseroan.

DASAR HUKUM

1. Undang-Undang Republik Indonesia Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
2. Peraturan Pemerintah No.12 tahun 1998 tentang Perusahaan Perseroan (Persero);
3. Keputusan Menteri BUMN No. KEP117/M-MBU/2002 tentang Penerapan Praktik *Good Corporate Governance* (GCG) pada Badan Usaha Milik Negara (BUMN).

PENGANGKATAN DAN PEMBERHENTIAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris dan dalam pelaksanaan tugasnya bertanggung jawab langsung kepada Direktur Utama. Sebagai Pejabat satu level di bawah Direksi, Sekretaris Perusahaan menjalankan 3 (tiga) fungsi utama yaitu *liaison officer, compliance officer* serta *investor relation*.

Sekretaris Perusahaan ditetapkan berdasarkan Surat Keputusan Direksi PT Jasa Raharja (Persero) Nomor: SM/27/ III/2018 tanggal 29 Juni 2018 tentang Promosi dan Transfer Bagi Beberapa Orang Pegawai, di mana surat tersebut menyatakan memindahkan Harwan Muldidarmawan yang semula Kepala Cabang Jawa Tengah menjadi Sekretaris Perusahaan.

PROFIL SEKRETARIS PERUSAHAAN

The Board of Directors established Corporate Secretary as a work unit that is responsible for performing tasks as liaison officers and assigned by the Board of Directors to perform secretarial activities, corporate legal policies, and corporate communication policies, both externally and internally, in supporting the smooth running of the Company's relationship activities.

LEGAL BASIS

1. Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises;
2. Government Regulation No. 12 of 1998 concerning Limited Liability Company (Persero);
3. Decree of the Minister of SOEs No. KEP117/M-MBU/2002 concerning the Implementation of Good Corporate Governance (GCG) Practices in State-Owned Enterprises (BUMN).

APPOINTMENT AND DISMISSAL OF CORPORATE SECRETARY

The Corporate Secretary is appointed and dismissed by the President Director based on the Company's internal mechanism with the approval of the Board of Commissioners, and in performing its duties is responsible directly to the President Director. As one level official under the Board of Directors, the Corporate Secretary runs 3 (three) main functions, namely liaison officer, compliance officer and investor relation.

Corporate Secretary is established under the Decree of the Company's Board of Directors No. SM/27/III/2018 dated June 29, 2018 concerning Promotions and Transfers for Employees, where decree stated to transfer Harwan Muldidarmawan from his position as Central Java Branch Head to Corporate Secretary.

PROFILE OF THE CORPORATE SECRETARY

Harwan Muldidarmawan
Sekretaris Perusahaan
Corporate Secretary

Nama Name	Harwan Muldidarmawan
Jabatan Position	Sekretaris Perusahaan Corporate Secretary
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Direksi PT Jasa Raharja (Persero) No. KEP/129/2019 Decree of the Board of Directors of PT Jasa Raharja (Persero) No. KEP/129/2019
Usia Age	44 Tahun 44 Years Old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• S2 Manajemen Keuangan – Universitas Indonesia • S1 Akuntansi – Universitas Trisakti • Master of Financial Management – University of Indonesia • Bachelor of Accounting – Trisakti University
Riwayat Pekerjaan Work Experience	• Sekretaris Perusahaan | Juni 2018 – Sekarang • Kepala Cabang Jawa Tengah | April 2017 – Juni 2018 • Kepala Cabang Sumatera Utara | Mei 2016 – April 2017 • Kepala Cabang Sumatera Barat | Oktober 2015 – Mei 2016 • Kepala Cabang Sulawesi Utara | Agustus 2014 – Oktober 2015 • Kepala Cabang Bengkulu | Oktober 2013 – Agustus 2014 • Corporate Secretary | June 2018 – Present • Head of Central Java Branch | April 2017 – June 2018 • Head of North Sumatra Branch | May 2016 – April 2017 • Head of West Sumatra Branch | October 2015 – May 2016 • Head of North Sulawesi Branch | August 2014 – October 2015 • Head of Bengkulu Branch | October 2013 – August 2014
Jabatan Lainnya Concurrent Position	Tidak Ada None
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

Struktur organisasi Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi Nomor: KEP/147.1/2015 tanggal 25 Februari 2015 tentang Perubahan Keempat Atas Keputusan Direksi Nomor: KEP/245/2013 tanggal 24 Desember 2013 Tentang Struktur Organisasi Perusahaan, yaitu Sekretaris Perusahaan berada di bawah Direktur Utama, Sekretaris Perusahaan membawahi:

1. Urusan Sekretariat.
2. Urusan Hukum.
3. Urusan Hubungan Masyarakat.

THE ORGANIZATIONAL STRUCTURE OF THE CORPORATE SECRETARY

The organizational structure of the Corporate Secretary is based on the Decree of the Board of Directors No. KEP/147.1/2015 dated February 25, 2015 concerning the Fourth Amendment to Decree of the Board of Directors No. KEP/245/2013 dated December 24, 2013 concerning Corporate Organizational Structure, namely Corporate Secretary under the President Director, the Corporate Secretary oversees:

1. Secretariat Affairs.
2. Legal Affairs.
3. Public Relations Affairs.

Di dalam Surat Keputusan Direksi Nomor: KEP/218/2018 tanggal 13 November 2018 tentang Struktur Organisasi Perusahaan, di mana Sekretaris Perusahaan tetap berada di bawah Direktur Utama, Sekretaris Perusahaan membawahi:

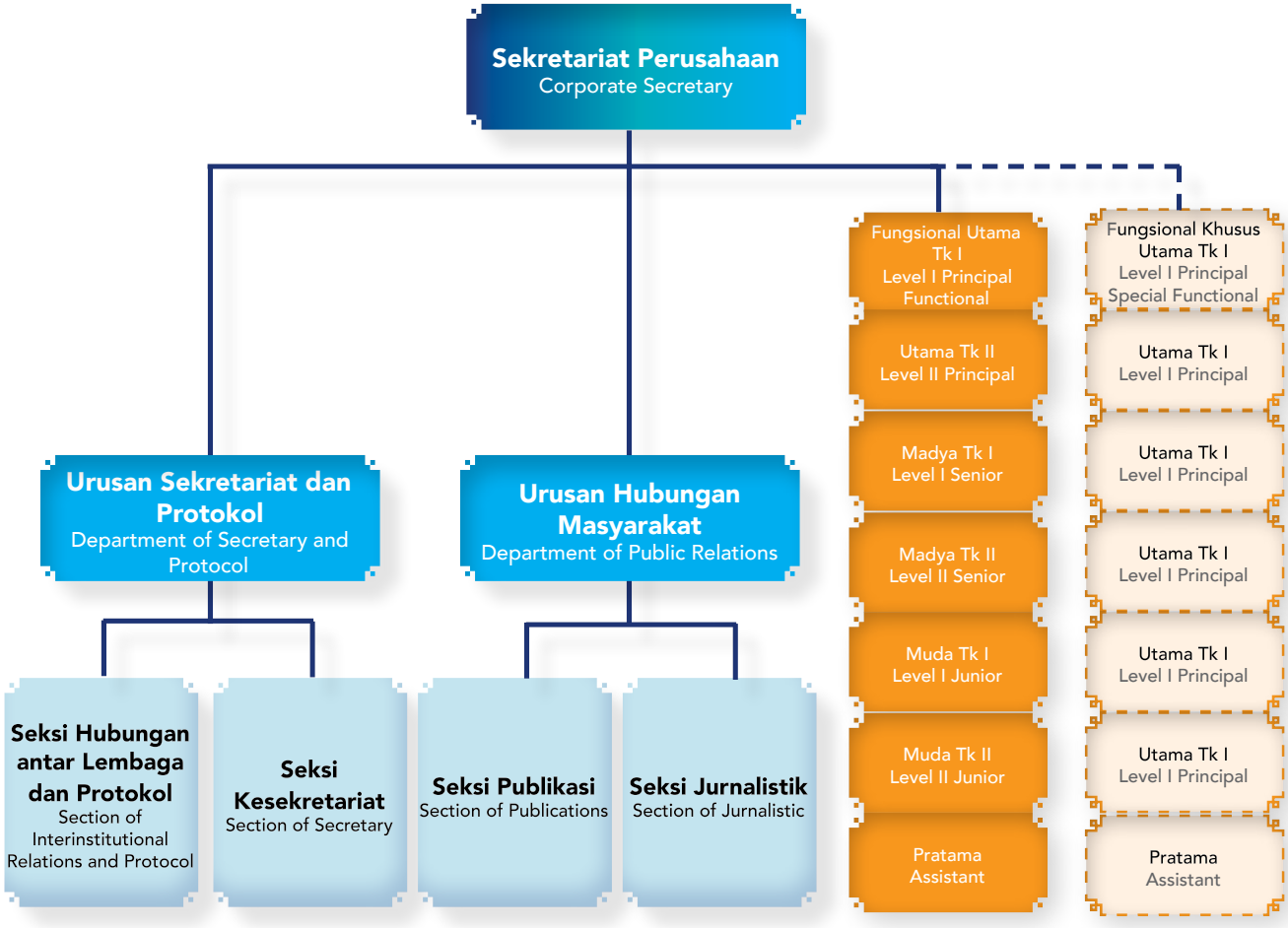
1. Urusan Sekretariat dan Protokol.
2. Urusan Hubungan Masyarakat.
3. Fungsional dan/atau Fungsional Khusus.

Atas perubahan struktur organisasi tersebut, terkait dengan bagian Urusan Hukum yang sebelumnya berada di bawah Sekretaris Perusahaan berubah menjadi Biro Hukum dan Kepatuhan yang secara struktural berada di bawah Direktur Utama.

Based on the Decree of the Board of Directors No. KEP/218/2018 dated November 13, 2018 concerning the Company's Organizational Structure, where the Corporate Secretary remains under the President Director, the Corporate Secretary oversees:

1. Secretariat and Protocol Affairs.
2. Public Relations Affairs.
3. Functional and/or Special Functions.

The changes in the organizational structure, related to the Legal Affairs section which was previously under the Corporate Secretary, changed to the Legal and Compliance Bureau, which is structurally under the President Director.



TUGAS DAN TANGGUNG JAWAB

Sekretaris Perusahaan mempunyai tugas dan tanggung jawab, meliputi:

1. Memastikan bahwa Perseroan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip GCG melalui penetapan dan penerapan Pedoman GCG, Pedoman Perilaku dan Pedoman lainnya yang terkait dengan GCG.
2. Mempersiapkan dan menyelenggarakan kegiatan RUPS, rapat Direksi, Rapat Gabungan, Rapat Dengar Pendapat (RDP) dengan Dewan Perwakilan Rakyat, otoritas keuangan maupun kegiatan rapat lain yang dihadiri oleh Dewan Komisaris dan/atau Direksi.
3. Menjamin hubungan yang baik dengan pihak pemegang saham, otoritas keuangan, pemangku kepentingan lainnya maupun pihak pemerintahan untuk mendukung kelancaran bisnis Perseroan.
4. Melakukan pengelolaan dokumen-dokumen legal Perseroan (*custody*) termasuk didalamnya pengumpulan kebijakan, penyimpanan dokumen RUPS, risalah rapat Direksi, risalah rapat gabungan, Daftar Pemegang Saham, Daftar Khusus dan kebijakan penting lainnya terkait dengan organisasi Perseroan.
5. Merumuskan dan mengendalikan kebijakan legal Perseroan dalam rangka penerapan ketentuan peraturan pemerintah yang terkait dengan bisnis Perseroan dengan pegawai.
6. Memberikan konsultasi dan pendapat hukum kepada anak-anak Perseroan.
7. Melakukan proses litigasi baik terhadap tuntutan hukum yang terjadi kepada Perseroan maupun penuntutan Perseroan kepada pihak lain.
8. Melakukan pendampingan kepada Perseroan dalam menghadapi permasalahan hukum yang berhubungan dengan pihak penegak hukum.
9. Mengembangkan program komunikasi untuk eksternal maupun internal demi menciptakan opini yang baik bagi Perseroan dan sebagai bagian dari pembentukan budaya Perseroan.
10. Menjalin hubungan yang baik dengan investor, Pemangku Kepentingan dan media massa dalam rangka peningkatan citra Perseroan.
11. Melakukan *cross check* terlebih dahulu bahan/materi rapat Direksi kepada unit kerja terkait sebelum dilakukan pembahasan dalam rapat Direksi dan/atau rapat gabungan.
12. Memantau dan mengkoordinasikan implementasi Keputusan Direksi mengenai GCG.
13. Merumuskan dan menyusun kebijakan dan pedoman protokoler, ketatausahaan, kearsipan dan kerumahtanggaan Perseroan.
14. Mencatat daftar khusus berkaitan dengan Direksi dan keluarganya serta Dewan Komisaris dan keluarganya baik dalam Perseroan maupun afiliasinya yang mencakup kepemilikan saham, hubungan bisnis, dan peranan lain yang menimbulkan benturan kepentingan dengan kepentingan Perseroan.

DUTIES AND RESPONSIBILITIES

The Corporate Secretary has the following duties and responsibilities:

1. To ensure that the Company complies with the regulations regarding disclosure requirements, in line with the application of GCG principles through the establishment and application of GCG Guidelines, Code of Conduct and other Guidelines related to GCG.
2. To prepare and organize GMS activities, Board of Directors meetings, Joint Meetings, Hearings Meetings (RDP) with the House of Representatives, financial authorities and other meeting activities attended by the Board of Commissioners and/or Directors.
3. To ensure good relationships with shareholders, financial authorities, other stakeholders and the government to support the smooth running of the Company's business.
4. To manage the Company's legal documents (custody) including compilation of policies, filing of GMS documents, minutes of the Board of Directors meetings, minutes of joint meetings, Register of Shareholders, Special Lists and other important policies related to the Company's organization.
5. To formulate and control the Company's legal policies in the context of implementing government regulations related to the Company's business with employees.
6. To provide legal consultations and opinions to the Company's subsidiaries.
7. To conduct litigation processes both against lawsuits that occurs to the Company and the Company's prosecution to other parties.
8. To assist the Company in dealing with legal issues related to law enforcement.
9. To develop communication programs for both external and internal to create good opinions for the Company and as part of forming the Company's culture.
10. To establish good relationships with investors, stakeholders and mass media in order to improve the Company's image.
11. To cross-check contents/materials of the Board of Directors meetings to the relevant work units before discussion takes place at the Board of Directors meeting and/or joint meeting.
12. To monitor and coordinate the implementation of Directors' Decisions regarding GCG.
13. To formulate and develop policies and guidelines for protocols, administration, filing and housekeeping of the Company.
14. To record Special Lists relating to the Board of Directors and their families as well as the Board of Commissioners and their families both in the Company and its affiliates, which include share ownership, business relationships, and other roles that may cause conflicts of interest with the interests of the Company.

15. Mendistribusikan, menginformasikan dan mensosialisasikan kebijakan, pedoman dan perencanaan yang telah ditetapkan kepada seluruh unit organisasi terkait dalam Perseroan.
16. Menentukan kriteria mengenai jenis dan materi informasi yang dapat disampaikan kepada Pemangku Kepentingan, termasuk informasi yang dapat disampaikan sebagai *public document*.
17. Memastikan bahwa Laporan Tahunan Perusahaan (*Annual Report*) telah mencantumkan penerapan GCG, penerapan manajemen risiko dan penerapan teknologi informasi di lingkungan Perseroan.
18. Membuat risalah rapat Direksi sesuai dengan ketentuan anggaran dasar dan peraturan Perseroan.

19. Menindaklanjuti keputusan Direksi dengan cara sebagai berikut:
    a. Mencatat setiap keputusan yang dihasilkan dalam Rapat Direksi dan Rapat Gabungan termasuk unit kerja yang bertanggung jawab untuk menindaklanjuti keputusan tersebut.
    b. Menyampaikan setiap keputusan yang dihasilkan dalam Rapat Direksi dan Rapat Gabungan kepada masing-masing Unit Kerja yang bertanggung jawab untuk ditindaklanjuti
    c. Memantau dan mengecek tahapan kemajuan penyelesaian tindak lanjut hasil keputusan Rapat Direksi dan Rapat Gabungan oleh unit kerja.
    d. Melakukan upaya untuk mendorong penyelesaian tindak lanjut hasil keputusan Rapat Direksi dan Rapat Gabungan kepada unit kerja terkait.
    e. Tahapan kemajuan penyelesaian hasil keputusan Rapat Direksi dan Rapat Gabungan dijadikan bahan dan mata acara dalam Rapat Direksi berikutnya.

    f. Melaporkan tahapan kemajuan pelaksanaan hasil keputusan Rapat Direksi dan Rapat Gabungan dalam laporan Direksi kepada Dewan Komisaris dan Pemegang Saham.

TANGGUNG JAWAB

Selain tugas-tugas operasional, Sekretaris Perusahaan bertanggung jawab dalam hal:
1. Mengajukan usulan makalah/sambutan yang akan disampaikan Direksi.
2. Mengajukan usulan risalah Rapat Direksi.

3. Memberikan persetujuan usulan penghapusan arsip Perseroan.

15. To distribute, inform and disseminate policies, guidelines and plans that have been determined to all relevant organizational units in the Company
16. To define criteria regarding the types and material of information that can be submitted to Stakeholders, including information that can be submitted as a public document.
17. To ensure that the Annual Report of the Company has covered the implementation of GCG, the application of risk management and the application of information technology within the Company.
18. To prepare minutes of meetings of the Board of Directors in accordance with the provisions of the articles of association and regulations of the Company.
19. To follow up on the decisions of the Board of Directors by:
    a. Documenting every decision made in the Board of Directors Meetings and Joint Meetings including the work unit responsible for following up on the decision.
    b. Delivering every decision made in the Board of Directors Meeting and Joint Meeting to each Work Unit responsible for following up
    c. Monitoring and checking the stages of progress of the follow up on the decisions of the Board of Directors and Joint Meetings by the work units.
    d. Taking efforts to encourage the completion of followup on decision results of the Board of Directors and Joint Meetings to the relevant work units.
    e. Using stages of progress in completing the decision results of the Board Directors Meetings and Joint Meetings as material and agenda in the next Board of Directors Meeting.
    f. Reporting the progress of the implementation of the decision results of the Board of Directors meetings and Joint Meetings in the Directors' report to the Board of Commissioners and Shareholders.

RESPONSIBILITIES

In addition to operational tasks, the Corporate Secretary is responsible for:
1. Submitting proposals for papers/remarks to be submitted by the Directors.
2. Submitting proposals for minutes of the Board of Directors Meeting.
3. Approving the proposal to delete the Company's archive.

PELAKSANAAN TUGAS

Sepanjang tahun 2020, Divisi Sekretariat Perusahaan telah melaksanakan kegiatan sebagai berikut:

1. Urusan Sekretariat
   Sesuai program kerja bidang Sekretariat, kegiatan yang telah dilakukan tahun 2020 sebagai berikut:
   a. Seksi Hubungan Antar Lembaga & Protokoler
      Sesuai dengan program kerja Seksi Hubungan Antar lembaga dan Protokoler telah menyelenggarakan kegiatan rapat di Tahun 2020 dengan rincian sebagai berikut:
      - Rapat Teknis pembahasan materi RUPS RKAP oleh Direksi dan Dewan Komisaris.
      - Rapat Pengesahan RUPS RKAP Tahun 2020 yang dihadiri oleh Dewan Komisaris, Direksi beserta Staf dan Pemegang Saham.
      - Rapat Dewan Komisaris dan Direksi agenda Pembahasan LHU s.d. Desember 2019.
      - Rapat Dengar Pendapat dengan Komisi VI DPR RI yang dihadiri oleh Direksi dan beberapa Kepala Unit Kerja Kantor Pusat.
      - Rapat Dewan Komisaris dan Direksi agenda Pembahasan LHU Tahun Buku 2020
      - Pelaksanaan kegiatan *Video Conference* pembahasan Rencana Kerja Bidang Sekretariat dan Humas Tahun 2020.
      - Rapat Teknis RUPS Pengesahan Laporan Tahunan Tahun Buku 2019.
      - Rapat Teknis RUPS Persetujuan Laporan Tahunan Tahun Buku 2019.
      - Rapat Pembahasan Finalisasi Persiapan RUPS Persetujuan Laporan Tahunan Tahun Buku 2019.
      - Rapat Persetujuan RUPS Persetujuan Laporan Tahunan Tahun Buku 2019.
      - Rapat Koordinasi Terbatas Evaluasi Kinerja s.d. Semester I tahun 2020.
      - Rapat pembahasan revisi RKAP Tahun 2020.
      - Rapat Teknis RKAP yang dihadiri oleh Direksi dan Kepala Unit Kerja.
      - Rapat Pembahasan RKAP, RJPP, dan KPI PT Jasa Raharja bersama dengan PT Bahana Pembinaan Usaha Indonesia (Persero).
      - Kegiatan Rapat Dengar Pendapat dengan Komisi VI DPR RI.
      - Kegiatan Kunjungan Kerja Kementerian BUMN.
      - Rapat Kerja Evaluasi Kinerja s.d. Triwulan VI tahun 2020.

IMPLEMENTATION OF DUTIES

Throughout 2020, the Corporate Secretary Division carried out the following activities:

1. Secretariat Affairs.
   In accordance with the Secretariat Affairs work program, the activities carried out in 2020 are as follows:
   a. Section of interinstitutions relations and protocol
      In accordance with the work program, the Section of interinstitutions relations and protocol has held meeting activities in 2020 with the following details:
      - Technical meeting to discuss GMS on Corporate Workplan and Budget (RKAP) materials by the Board of Directors and the Board of Commissioners.
      - Ratification Meeting of the 2020 GMS on RKAP which was attended by the Board of Commissioners, Directors, and staff and shareholders.
      - Meetings of the Board of Commissioners and Directors of the LHU Discussion agenda up to December 2019.
      - Hearing with Commission VI of the House of Representatives of the Republic of Indonesia (DPR RI) which was attended by the Board of Directors and several Heads of Head Office Work Units.
      - Meetings of the Board of Commissioners and Directors of the 2020 LHU Discussion agenda
      - Implementation of Video Conference activities discussing the 2020 Secretariat and Public Relations Work Plan.
      - Technical Meeting of GMS Ratification of the 2019 Annual Report.
      - GMS Technical Meeting Approval of the 2019 Fiscal Year Annual Report.
      - Discussion Meeting on the Finalization of GMS Preparation Approval of the 2019 Annual Report.
      - Meeting Approval of the GMS Approval of the 2019 Annual Report.
      - Limited Coordination Meeting for Performance Evaluation Up to First semester of 2020.
      - Meeting to discuss the 2020 RKAP revision.
      - RKAP Technical Meeting attended by the Board of Directors and Head of Work Units.
      - Discussion Meeting on RKAP, Company's Long-term Plan (RJPP), and Key Performance Indicator (KPI) of PT Jasa Raharja together with PT Bahana Pembinaan Usaha Indonesia (Persero).
      - Hearing with Commission VI DPR RI.
      - Working Visits of the Ministry of SOEs.
      - Work Meeting on Performance Evaluation up to. Quarter VI of 2020.

b. Seksi Kearsipan
   - Melakukan pemindahan arsip Keuangan dari Gedung Pusat Arsip Jl. Pariaman Manggarai ke Gedung Pusat Arsip di Kali Besar Timur.
   - Melakukan pemindahan arsip keuangan dari Kantor Pusat ke Gedung Pusat Arsip Jl. Pariaman Manggarai.
   - Peluncuran portal Sistem Digital Tanda Tangan Jasa Raharja (SiDiTa-JR).

2. Urusan Humas

   Sesuai Program Kerja bidang Humas, kegiatan yang telah dilakukan periode s.d. Desember tahun 2020 adalah sebagai berikut:

   a. Penyuluhan Intern
      i) Penerbitan Majalah Media Raharja setiap bulan
      ii) Media *Monitoring*
   b. Penyuluhan Ekstern
      i) Televisi
      ii) Radio
      iii) Internet
      iv) Sosial Media
      v) Partisipasi dan Sponsor dan Iklan
      vi) Media Lain
   c. Kunjungan Kerja Wartawan/Liputan Khusus
      i) Program Khusus.
      ii) Program Momen Mudik Lebaran 2020.

b. Archives Section
   - Transferring the Financial archives from the Archives Center Building at Jl. Pariaman Manggarai to the Central Archives Building in East Kali Besar.
   - Transferring financial files from the Head Office to the Archives Center Building at Jl. Pariaman Manggarai.
   - Launching of Jasa Raharja's Digital Signature System portal (SiDiTa-JR).

2. Public Relations Affairs

   In accordance with the Public Relations Work Program, the activities that have been carried out for the period until December 2020 are as follows:

   a. Internal Counseling
      i) Publishing Media Raharja Magazine every month
      ii) Media Monitoring
   b. External Extension
      i) Television
      ii) Radio
      iii) Internet
      iv) Social Media
      v) Participation and Sponsorship and Advertising
      vi) Other Media
   c. Working Visit of Journalists/Special Coverage
      i) Special Programs.
      ii) Eid Mudik Moment Program 2020.

SATUAN PENGAWASAN INTERN
INTERNAL AUDIT

Satuan Pengawasan Intern (SPI) dibentuk untuk melaksanakan fungsi pengawasan terhadap kinerja Perseroan dan berperan sebagai Unit Internal Audit yang menjadi mitra strategis manajemen dalam pelaksanaan operasional dan keuangan, menilai pengendalian dan pengelolaan Perseroan. SPI melakukan kegiatan pemberian keyakinan (*assurance*) dan konsultasi yang bersifat independen dan objektif, dengan tujuan untuk meningkatkan nilai Perseroan dan memperbaiki kinerja operasional Perseroan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan proses Tata Kelola Perusahaan.

The Internal Audit Unit (SPI) was formed to carry out the supervisory function of the Company's performance and acts as an Internal Audit Unit which is a strategic partner of management in operational and financial implementation, assessing the control and management of the Company. SPI performs independent and objective assurance and consulting activities, with the aim of increasing the value of the Company and improving the Company's operational performance, through a systematic approach, by evaluating and improving the effectiveness of risk management, internal control, and corporate governance processes.

DASAR HUKUM

1. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Nomor 40 Tahun 2014 tentang Perasuransian;
3. Peraturan Menteri Negara BUMN Nomor PER-09/ MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN;
4. Peraturan Otoritas Jasa Keuangan Nomor 69/ POJK.05/2016 tentang Penyelenggaraan Usaha Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah;
5. Peraturan Otoritas Jasa Keuangan Nomor 73/ POJK.05/2016 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
6. Keputusan Direksi Nomor KEP/149/2016 tentang Standar Prosedur Operasional Satuan Pengawasan Intern;
7. Piagam Audit Internal (*Internal Audit Charter*) Satuan Pengawasan Intern-PT Jasa Raharja (Persero) tanggal 31 Agustus 2017.

LEGAL BASIS

1. Law Number 19 of 2003 concerning State-Owned Enterprises;
2. Law Number 40 of 2014 concerning Insurance;
3. Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Regulation of the Minister of State for SOEs Number PER-01/MBU/2011 dated August 1, 2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs;
4. Regulation of Financial Service Authority No. 69/POJk.05/2016 concerning Implementation of Insurance, Sharia Insurance, Reinsurance, and Sharia Reinsurance Companies;
5. Financial Services Authority Regulation Number 73/ POJK.05/2016 concerning Good Corporate Governance for Insurance Companies;
6. Decision of the Board of Directors Number KEP/149/2016 concerning Standard Operating Procedures for the Internal Audit Unit;
7. Internal Audit Charter of the Internal Audit Unit-PT Jasa Raharja (Persero) dated August 31, 2017.

PEDOMAN SPI

Dalam melaksanakan tugas dan tanggung jawabnya, SPI memiliki beberapa pedoman yaitu:
1. Standar Prosedur Operasional Satuan Pengawasan Intern berdasarkan Keputusan Direksi No.KEP/149/2016 tanggal 10 Agustus 2016 terdiri atas
   a. Pedoman Umum Satuan Pengawasan Intern;
   b. Pedoman Audit Operasional Berbasis Risiko;
   c. Pedoman Audit Investigasi;
   d. Pedoman Evaluasi Pengendalian Intern.
2. Pedoman Evaluasi Manajemen Risiko berdasarkan Keputusan Direksi No.Kep/3/2018 Tanggal 16 Januari 2018.

INTERNAL AUDIT UNIT GUIDELINES

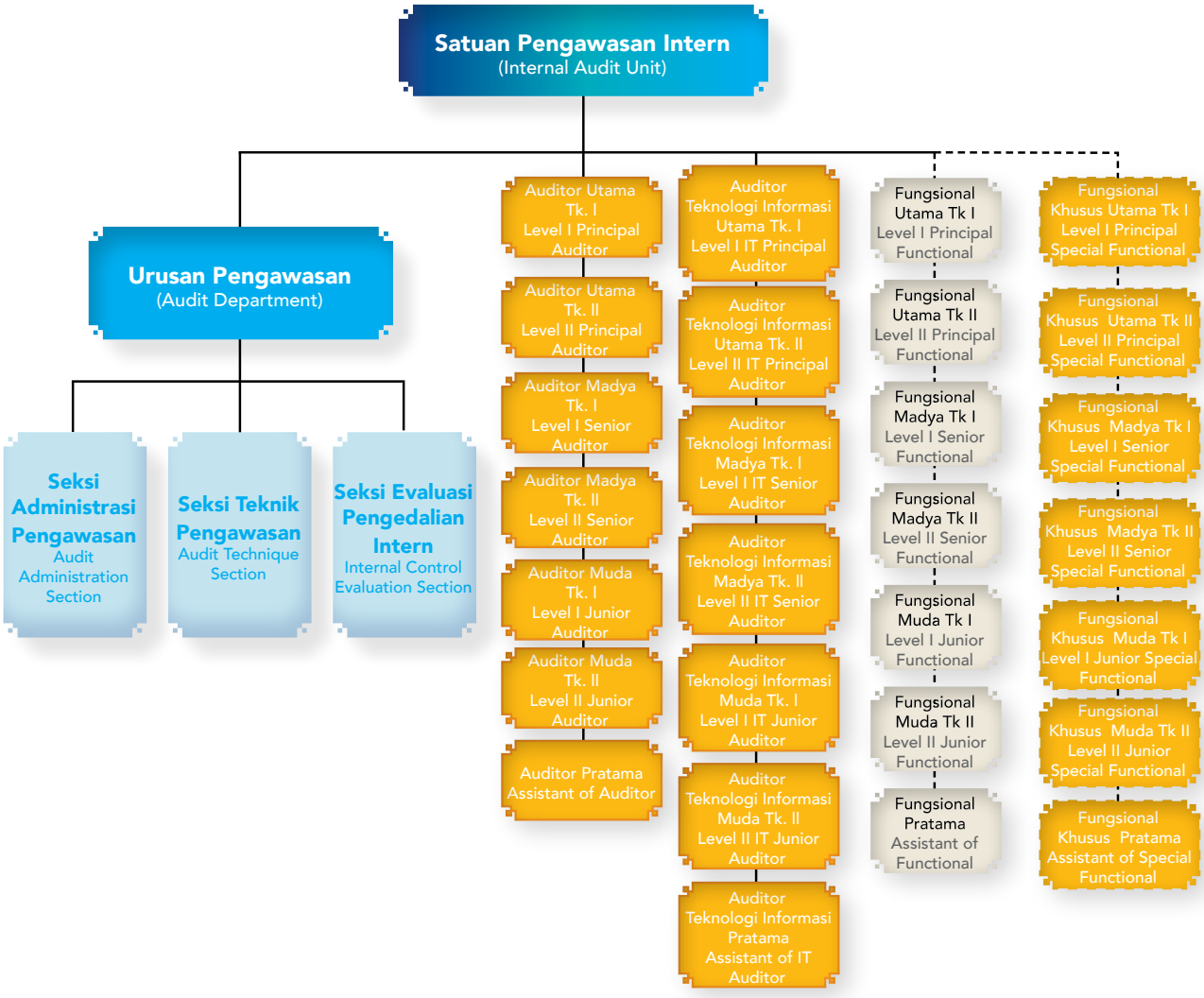
In conducting the duties and responsibilities, SPI is equipped with several guidelines, namely:
1. Standard Operating Procedures for the Internal Audit Unit based on the Decree of the Board of Directors No. KEP/149/2016 dated August 10, 2016 which consists of:
   a. General Guidelines for Internal Audit Units;
   b. Risk-Based Operational Audit Guidelines;
   c. Investigative Audit Guidelines;
   d. Internal Audit Evaluation Guidelines.
2. Risk Management Evaluation Guidelines based on the Decree of the Board of Directors No. Kep/3/2018 dated January 16, 2018.

STRUKTUR ORGANISASI SATUAN PENGAWASAN INTERN

Struktur Organisasi Satuan Pengawasan Intern berdasarkan Keputusan Direksi No. KEP/299/2019 tanggal 27 Desember 2019 adalah sebagai berikut:

INTERNAL AUDIT UNIT ORGANIZATIONAL STRUCTURE

The Organizational Structure of the Internal Audit Unit based on the Decree of the Board of Directors No. KEP/299/2019 dated December 27, 2019 are as follows:



PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN

Kepala Satuan Pengawasan Intern diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris.

APPOINTMENT AND DISMISSAL OF INTERNAL AUDIT UNIT

The Head of the Internal Audit Unit is appointed and dismissed by the President Director based on the Company's internal mechanism with the approval of the Board of Commissioners.

PROFIL KEPALA SPI

PROFILE OF THE HEAD OF THE INTERNAL AUDIT UNIT

Kurniana
Kepala Satuan Pengawasan Intern
Head of the Internal Audit Unit

Nama Name	Kurniana
Jabatan Position	Kepala Satuan Pengawasan Intern Head of the Internal Audit Unit
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan No.SM/49/III/2018 tanggal 28 September 2018 Decree No.SM/49/III/2018 dated September 28, 2018
Usia Age	51 Tahun 51 Years Old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• S2 Administrasi Bisnis – Universitas Indonesia • S1 Akuntansi – Universitas Borobudur • Master of Business Administration – University of Indonesia • Bachelor of Accounting – Universitas Borobudur
Riwayat Pekerjaan Work Experience	• Kepala Satuan Pengawasan Intern I Oktober 2018 – sekarang • Koordinator Wilayah Pengawasan I Sumut I September 2016 – Oktober 2018 • Koordinator Wilayah Pengawasan III Susel I September 2015 – September 2016 • Kepala Cabang Kalimantan Barat I Mei 2015 – September 2015 • Kepala Cabang Sulawesi Tenggara I Mei 2014 – Mei 2015 • Head of Internal Audit Unit I October 2018 – present • North Sumatra Supervisory Area I Coordinator I September 2016 – October 2018 • South Sumatra Supervisory Area III Coordinator I September 2015 – September 2016 • Head of West Kalimantan Branch I May 2015 – September 2015 • Head of Southeast Sulawesi Branch I May 2014 – May 2015
Jabatan Lainnya Concurrent Position	Tidak Ada None
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama. Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

JUMLAH KARYAWAN DAN SERTIFIKASI PROFESI

Pada tahun 2020, karyawan di Unit Kerja SPI berjumlah 29 orang. Seluruh karyawan tersebut telah memenuhi kriteria yang ditetapkan pada Piagam Internal Audit.

TUGAS DAN TANGGUNG JAWAB

Satuan Pengawasan Intern mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menyusun Rencana Kerja Audit Tahunan (RKAT) Berbasis Risiko dan disampaikan kepada Dewan Komisaris cq Komite Audit untuk memperoleh pertimbangan dan saran, sebelum mendapat persetujuan dari Direktur Utama.
2. Rencana Kerja Audit Tahunan (RKAT) setelah disetujui Direktur Utama dikomunikasikan kepada Dewan Komisaris cq Komite Audit.
3. Menguji dan mengevaluasi efektivitas pelaksanaan pengendalian internal, manajemen risiko dan proses tata kelola perusahaan sesuai dengan kebijakan perusahaan.
4. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, teknologi informasi, dan kegiatan lainnya.
5. Memberikan rekomendasi perbaikan dan informasi yang relevan dan objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen.
6. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit.
7. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah direkomendasikan dengan memanfaatkan teknologi informasi.
8. Bekerja sama dengan Komite Audit.
9. Menyusun program untuk mengevaluasi efektivitas pengendalian mutu secara independen (*quality assurance*) dalam ruang lingkup kerja SPI, untuk meyakini kesesuaiannya dengan Standar Prosedur Operasi serta Standar Praktik Profesional Audit Internal.
10. Melakukan audit investigasi dan audit dengan tujuan tertentu lainnya apabila diperlukan atas penugasan Direktur Utama.

WEWENANG

Satuan Pengawasan Intern mempunyai wewenang sebagai berikut:

1. Mengakses seluruh informasi yang relevan tentang perusahaan terkait dengan tugas dan fungsi SPI, termasuk kepada pegawai dan konfirmasi kepada pihak eksternal.
2. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.

NUMBER OF EMPLOYEES AND PROFESSIONAL CERTIFICATION

In 2020, there were 29 employees in the SPI Work Unit. All of these employees have met the criteria set out in the Internal Audit Charter.

DUTIES AND RESPONSIBILITIES

The Internal Audit Unit has the following duties and responsibilities:

1. Prepare a Risk-Based Annual Audit Work Plan (RKAT) and submit it to the Board of Commissioners cq the Audit Committee for consideration and advice, prior to obtaining approval from the President Director.
2. After being approved by the President Director, the Annual Audit Work Plan (RKAT) is presented to the Board of Commissioners cq the Audit Committee.
3. Examine and evaluate the effectiveness of the implementation of internal audit, risk management and corporate governance processes in accordance with Company policies.
4. Conduct inspections and assessments of efficiency and effectiveness in the fields of finance, accounting, operations, human resources, information technology, and other activities.
5. Provide recommendations for improvement and relevant as well as objective information on the activities examined at all levels of management.
6. Make a report on the audit results and submit the report to the President Director and the Board of Commissioners through the Audit Committee.
7. Monitor, analyze and report on the implementation of follow-up improvements that have been recommended by utilizing information technology.
8. Cooperate with the Audit Committee.
9. Develop a program to evaluate the effectiveness of quality control independently (quality assurance) within the scope of SPI's work, to ensure compliance with Standard Operating Procedures and Standards of Professional Practice of Internal Audit.
10. Conduct investigative audits and audits with other specific objectives if necessary upon the assignment of the President Director.

AUTHORITIES

The Internal Audit Unit has the following authorities:

1. Access all relevant information about the Company related to the duties and functions of SPI, including to employees and confirmation to external parties.
2. Communicate directly with the Board of Directors, Board of Commissioners, and/or the Audit Committee.

3. Melakukan koordinasi dan komunikasi dengan Auditor Eksternal dan pihak eksternal lainnya yang terkait dengan tugas dan fungsi SPI.
4. Mengadakan rapat secara berkala dan insidentil dengan Direksi, Dewan Komisaris, dan atau Komite Audit.
5. Menggunakan jasa profesional eksternal, bila diperlukan.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB

Sesuai dengan program kerja Satuan Pengawasan Intern (SPI), yang tertuang dalam RKAP Tahun Buku 2020, program kerja selama Tahun Buku 2020 telah direalisasikan sebagai berikut :

1. Audit Operasional
   Melaksanakan audit operasional sesuai Program Kerja Pengawasan Tahunan (PKPT) Tahun 2020 pada 30 (tiga puluh) objek audit atau 100,00% dari 30 (tiga puluh) program objek audit operasional dengan rincian sebagai berikut:
   a. 7 (tujuh) objek audit Kantor Pusat yaitu Divisi Asuransi, Divisi Human Capital, Divisi Pelayanan, Divisi Umum, Divisi TIK dan *Cash/Stock Opname* Semester I & II Tahun 2020;
   b. 4 (empat) objek audit Cabang Utama yaitu Cabang Utama Jawa Tengah, Cabang Utama Jawa Timur, Cabang Utama Jawa Barat dan Cabang Utama DKI Jakarta;
   c. 4 (empat) objek audit Cabang Tingkat I A yaitu Cabang Bali, Cabang Sumatera Utara, Cabang Sulawesi Selatan dan Cabang Kalimantan Timur;
   d. 7 (tujuh) objek audit Cabang Tingkat I B yaitu Cabang Papua, Cabang Riau, Cabang Aceh, Cabang Sumatera Selatan, Cabang Sumatera Barat, Cabang Sulawesi Utara dan Cabang Lampung;
   e. 6 (enam) objek audit Cabang Tingkat II A yaitu Cabang Kepulauan Riau, Cabang Nusa Tenggara Timur, Cabang Jambi, Cabang Nusa Tenggara Barat, Cabang Kalimantan Barat dan Cabang Kalimantan Selatan;
   f. 2 (dua) objek audit Cabang Tingkat II B yaitu Cabang Maluku dan Cabang Sulawesi Tenggara.

   Laporan Hasil Audit yang telah diterbitkan adalah sebanyak 30 (tiga puluh) laporan atau 100% dari total realisasi audit operasional terhadap 30 (tiga puluh) objek audit.

2. Audit Investigasi
   Melaksanakan Audit Investigasi dengan rincian sebagai berikut :
   a. Audit Investigasi sebagai tindak lanjut Laporan pada Saluran Pelaporan Pelanggaran (*Whistleblowing System*) atas dugaan penyimpangan yang dilakukan oleh Insan Jasa Raharja.

3. Coordinate and communicate with the External Auditor and other external parties related to the duties and functions of the Internal Audit Unit.
4. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and or the Audit Committee.
5. Employ external professional services, if necessary.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES

In accordance with the work program of the Internal Audit Unit (SPI), which is contained in the RKAP for Fiscal Year 2020, the work program for Fiscal Year 2020 has been realized as follows:

1. Operational Audit
   Conduct operational audits according to the Annual Supervision Work Program (PKPT) 2020 on 30 (thirty) audit objects or 100.00% of 30 (thirty) operational audit object programs with the following details:
   a. 7 (seven) Head Office audit objects, namely the Insurance Division, Human Capital Division, Service Division, General Affairs Division, ICT Division and Cash/Stock Opname of the 1st and 2nd Semester 2020;
   b. 4 (four) Main Branch audit objects, namely Central Java Main Branch, East Java Main Branch, West Java Main Branch and DKI Jakarta Main Branch;
   c. 4 (four) audit objects for Level I A Branches, namely Bali Branch, North Sumatra Branch, South Sulawesi Branch and East Kalimantan Branch;
   d. 7 (seven) audit objects for Level I B Branches, namely Papua Branch, Riau Branch, Aceh Branch, South Sumatra Branch, West Sumatra Branch, North Sulawesi Branch and Lampung Branch;
   e. 6 (six) audit objects for Level II A Branches, namely Riau Archipelago Branch, East Nusa Tenggara Branch, Jambi Branch, West Nusa Tenggara Branch, West Kalimantan Branch and South Kalimantan Branch;
   f. 2 (two) audit objects for Level II B Branches, namely Maluku Branch and Southeast Sulawesi Branch.

   The Audit Result Reports that have been issued were 30 (thirty) reports or 100% of the total operational audit realization of 30 (thirty) audit objects.

2. Investigation Audit
   Carry out an Investigation Audit with the following details:
   a. Investigation Audit as a follow-up to the Report on the Whistleblowing System for alleged irregularities committed by Jasa Raharja Personnel.

b. Audit Investigasi sebagai tindak lanjut atas Laporan Indikasi Penyimpangan yang dilaporkan oleh Kantor Cabang.

Saat ini seluruh Audit Investigasi sedang dalam tahap audit lapangan.

3. Audit Tujuan Tertentu
   a. Melaksanakan audit dengan tujuan memastikan kesesuaian kegiatan Teknologi Informasi dengan ISO/IEC 20000-1:2011 pada Divisi Teknologi Informasi dan Komunikasi. Hasil audit kesesuaian kegiatan Teknologi Informasi dengan ISO/IEC 20000-1:2011 telah disampaikan kepada Direktur Manajemen Risiko dan Teknologi Informasi melalui Divisi TIK dalam bentuk Laporan Hasil Audit.

   b. Melaksanakan audit dengan tujuan memastikan keefektifan penerapan Sistem Manajemen Anti Penyuapan ISO 37001 ;2016 dengan ruang lingkup seluruh Unit Kerja Kantor Pusat.

4. *Monitoring* Tindak Lanjut
   Tindak lanjut dengan melakukan *Monitoring* tindak lanjut terhadap laporan hasil audit internal dan laporan hasil audit eksternal, yaitu:
   a. *Monitoring* Tindak Lanjut atas Laporan Hasil Audit SPI sebanyak 8 (delapan) objek. Adapun realisasi hasil *Monitoring* tindak lanjut adalah sebagai berikut:

b. Investigative Audit as a follow-up to Reports of Indications of Violations reported by the Branch Office.

Currently all Investigative Audits are in the field audit stage.

3. Audit for Specific Purposes
   a. Carry out audits with the aim of ensuring the conformity of Information Technology activities with ISO/IEC 20000-1:2011 in the Information and Communication Technology Division. The results of the conformity audit of Information Technology activities with ISO/IEC 20000-1:2011 have been submitted to the Director of Risk Management and Information Technology through the ICT Division in the form of an Audit Result Report.
   b. Carry out audits with the aim of ensuring the effectiveness of the implementation of the ISO 37001:2016 Anti-Bribery Management System with the scope of all Head Office Work Units.

4. Follow-up Monitoring
   Monitoring the follow-up to the report on the results of the internal audit and the report on the results of the external audit, namely:
   a. Follow-up monitoring of 8 (eight) objects of the SPI Audit Result Report. The realization of follow-up monitoring results are as follows:

No	Cabang Branch	Isu Issues		Status Tindak Lanjut Follow-up Status		
		Utama Main	Tambahan Additional	Selesai Completed	Dalam Proses di TL In follow-up process	Belum di TL Followed-up
1.	Banten Laporan Hasil Audit Nomor LAP-PS/R/2/2019 tanggal 25 Februari 2019 Banten Audit Result Report Number LAP-PS/R/2/2019 dated February 25, 2019	2	8	10	-	-
2.	Bengkulu Laporan Hasil Audit Nomor LAP-PS/R/10/2019 tanggal 8 April 2019 Bengkulu Audit Result Report Number LAP-PS/R/10/2019 dated April 8, 2019		4	4	-	-
3.	DKI Jakarta Laporan Hasil Audit Nomor LAP-PS/R/38/2019 tanggal 30 Desember 2019 DKI Jakarta Audit Result Report Number LAP-PS/R/38/2019 dated December 30, 2019	3	7	10	-	-
4.	Kalimantan Timur Laporan Hasil Audit Nomor LAP-PS/R/34/2019 tanggal 25 November 2019 East Kalimantan Audit Result Report Number LAP-PS/R/34/2019 dated November 25, 2019	1	12	13	-	--
5.	Sulawesi Tengah Laporan Hasil Audit Nomor LAP-PS/R/37/2019 tanggal 26 Desember 2019 Central Sulawesi Audit Result Report Number LAP-PS/R/37/2019 dated December 26, 2019		6	6	-	-

No	Cabang Branch	Isu Issues		Status Tindak Lanjut Follow-up Status		
		Utama Main	Tambahan Additional	Selesai Completed	Dalam Proses di TL In follow-up process	Belum di TL Followed-up
6.	Papua Laporan Hasil Audit Nomor LAP-PS/R/5/2020 tanggal 16 Maret 2020 Papua Audit Result Report Number LAP-PS/R/5/2020 dated March 16, 2020	5		5	-	-
7.	Kalimantan Tengah Laporan Hasil Audit Nomor LAP-PS/R/22/2019 tanggal 4 September 2019 Central Kalimantan Audit Result Report Number LAP-PS/R/22/2019 dated September 4, 2019	7	5	11	1	-
8.	Kep. Bangka Belitung Laporan Hasil Audit Nomor LAP-PS/R/36/2019 tanggal 19 Desember 2019 Bangka Belitung Archipelago Audit Result Report Number LAP-PS/R/36/2019 dated 19 December 2019		7	7	-	-
	Total	**18**	**49**	**66**	**1**	**-**

b. *Monitoring* Tindak Lanjut atas Laporan Hasil Pemeriksaan Badan Pemeriksa Keuangan (BPK) RI sebagaimana surat BPK RI No. 279/S/XX/7/2020 tanggal 28 Juli 2020 disampaikan rekapitulasi pemantauan tindak lanjut sebagai berikut:

b. Follow-up Monitoring of the Audit Results Report of the Indonesian Supreme Audit Agency of the Republic of Indonesia (BPK RI) as stated in BPK RI letter No. 279/S/XX/7/2020 dated July 28, 2020, submitted a follow-up monitoring summary as follows:

No.	Laporan Hasil Results Report	Jumlah Temuan Number of Findings	Jumlah Rekomen Number of Recommendations	Status Tindak Lanjut Follow-up Status			
				S	BS	BTL	TDD
1.	Efektivitas Pengelolaan IWKBU dan Efektivitas Pelayanan Santunan Kecelakaan Lalu Lintas Tahun 2016 dan 2017 (Semester I) Effectiveness of IWKBU Management and Effectiveness of Traffic Accident Compensation Services in 2016 and 2017 (Semester I)	23	50	49	1	-	-
2.	Pengelolaan Pendapatan IWPU dan Klaim PT Jasa Raharja Tahun 2012 dan 2013 (Semester I) Management of IWPU Revenue and Claims of PT Jasa Raharja in 2012 and 2013 (Semester I)	12	28	25	1	0	2
3.	Kinerja PT Jasa Raharja tahun 2009 s.d. 2010 Performance of PT Jasa Raharja in 2009 - 2010	7	21	19	2	0	0
4.	(Semester I) Pengendalian Intern PT Jasa Raharja tahun 2009 s.d. 2010 (Semester I) Internal Control of PT Jasa Raharja in 2009 - 2010	10	16	15	1	0	0
Total		**52**	**115**	**108**	**5**	**0**	**2**

c. *Monitoring* Tindak Lanjut terkait Laporan atas Kepatuhan terhadap Peraturan Perundang-undangan dan Peraturan Internal dan Pengendalian Internal KAP Tanudiredja, Wibisana, Rintis dan Rekan tahun buku 2019 adalah sebagai berikut:

c. Follow-up Monitorings related to Reports on Compliance with Legislation and Internal Regulations and Internal Control of KAP Tanudiredja, Wibisana, Rintis, and Partners for the 2019 fiscal year are as follows:

No.	Kategori Category	Jumlah Temuan Number of Findings	Status Tindak lanjut Follow-up Status		
			Selesai Completed	Dalam Proses Di TL In follow-up process	Belum Di TL Followed-up
I 1.	Kepatuhan terhadap undang-undang Peraturan Perundang-undangan Compliance with Legislation	1	1	-	-
II.	Pengendalian Internal Internal control				
1.	Desain Pengendalian Control Design	6	6	-	.
2.	Operasional Operations	1	1	-	-
3.	Administrasi Administration	4	4	-	-
4.	Aktuaria Actuarial	1	1	-	-
5.	Teknologi dan Informasi Information and Technology	3	3	-	-
Jumlah *Total*		**16**	**16**	**-**	**-**

5. Sistem Pengendalian Intern (SPIn)
   Telah dilaksanakan kegiatan sebagai berikut :
   a. Sosialisasi Sistem Pengendalian Intern dan Pengisian Kertas Kerja Evaluasi Pengendalian Intern terhadap cabang-cabang yang tidak dilakukan audit tahun 2020 (Cabang Bangka Belitung, Cabang Bengkulu, Cabang D.I. Yogyakarta, Cabang Banten, Cabang Kalimantan Tengah dan Cabang Sulawesi Tengah).
   b. Evaluasi pengendalian intern terhadap seluruh objek pengawasan (dilakukan bersamaan dengan audit operasional dan untuk cabang yang tidak dilakukan audit dilakukan melalui metode *self-assessment*).
6. Pengelolaan *Whistleblowing System* (WBS)
   Terdapat beberapa laporan yang masuk pada aplikasi *Whistleblowing System* (WBS) selama tahun 2020 di lingkungan PT. Jasa Raharja dengan rincian sebagai berikut :
   a. Laporan pengaduan yang masuk ke aplikasi *Whistleblowing System* (WBS) sebanyak 5 laporan.
   b. Dari ke 5 Laporan yang masuk, 2 laporan telah ditindaklanjuti sampai dengan selesai.
   c. 2 (dua) laporan yang tidak ditindaklanjuti disebabkan bukan merupakan ruang lingkup WBS dengan isi Laporan sebagai berikut:

5. Internal Control System (SPIn)
   The following activities have been carried out:
   a. Dissemination of the Internal Control System and Filling Out Work Papers on the Evaluation of Internal Control for branches that were not audited in 2020 (Bangka Belitung Branch, Bengkulu Branch, D.I. Yogyakarta Branch, Banten Branch, Central Kalimantan Branch and Central Sulawesi Branch).
   b. Evaluation of internal control on all objects of supervision (conducted simultaneously with operational audits and for branches that are not audited through the self-assessment method).
6. Whistleblowing System (WBS) Management
   There are several reports submitted to the Whistleblowing System (WBS) application during 2020 at PT. Jasa Raharja with the following details:
   a. There are 5 reports of complaints entered into the Whistleblowing System (WBS) application.
   b. Of the 5 incoming reports, 2 reports have been followed up to completion.
   c. 2 (two) reports that were not followed up were because they were not within the scope of the WBS with the contents of the Report as follows:

i) Laporan terkait kejadian kecelakaan lalu lintas.
ii) Laporan terkait Gratifikasi dan sudah diteruskan ke Unit Pengendali Gratifikasi Biro Hukum dan Kepatuhan.

d. 1 (satu) Laporan dalam proses tindak lanjut.

7. Pengembangan Kapabilitas
Mengikutsertakan pegawai SPI dalam program peningkatan kompetensi dan wawasan terkait audit internal, manajemen risiko, tata kelola perusahaan dan bidang-bidang lain yang relevan, yaitu:
a. Program sertifikasi teknis bidang audit
b. Program pendidikan lanjutan dan pemeliharaan gelar sertifikasi pada *Workshop Fraud Risk and Control*
c. Webinar The IIA Indonesia tentang "*Updated on 3LoD and COSO ERM 2017*"
d. Webinar tentang Peran Auditor Internal dalam Mengawal Proses Perubahan Organisasi Menuju *E-Business & E-Government* Pada Era Digital & pandemi COVID-19
e. Webinar Membangun Fungsi Audit Internal Pemerintah Pusat dan Daerah yang Efektif
f. Webinar Anti "*Fraud Legal Aspects of Fraud Investigation and Litigation*"
g. *Online Workshop "Fraud Risk Management Program"*
h. Webinar ISO 37001 dengan Melakukan Audit Anti Penyuapan (*Bribery*)
i. Webinar *Fraud Exposure & Audit Suggestion*
j. Webinar Teknik Mendeteksi Kebohongan bagi Internal Auditor
k. Pelatihan Anti Korupsi Dasar untuk SPI BUMN dan Anak Perusahaan
l. Webinar Psikologi Audit - Teknik Pendeteksian Kebohongan bagi seluruh pegawai SPI
m. Diklat Pelatihan CISA
n. Diklat QRMP
o. Diklat Perpanjangan Gelar CRMP
p. Diklat Dasar - Dasar Audit
q. Diklat QIA Tingkat Dasar
r. Diklat ISO 27001 : 2013
s. *Workshop IT Governance, Risk Management, Assurance, & Cybersecurity Summit*
t. *National Anti Fraud Conference*
u. Pengukuhan Gelar Profesi PIA
v. *Conference Risk Beyond : Reimagine the Future*
w. *National Conference IIA "Enhancing Communication & Collaboration : Learning from the Pandemic.*

i) Reports related to traffic accidents.
ii) Report related to Gratification and has been forwarded to the Gratification Control Unit of the Legal and Compliance Bureau.

d. 1 (one) report is still in the follow-up process.

7. Competency Development
Involving SPI staffs in several competency and insight enhancement programs related to internal audit, risk management, corporate governance, and other relevant fields, namely:
a. Auditing technical certification program
b. Further education programs and maintenance of certification degrees at the Fraud Risk and Control Workshop
c. The IIA Indonesia Webinar on "Updated on 3LoD and COSO ERM 2017"
d. Webinar on the Role of Internal Auditors in Overseeing the Organizational Change Process Towards E-Business & E-Government in the Digital Era & COVID-19 Pandemic
e. Webinar on Building an Effective Central and Regional Government Internal Audit Function
f. Webinar on Anti "Fraud Legal Aspects of Fraud Investigation and Litigation"
g. Online Workshop on "Fraud Risk Management Program"
h. ISO 37001 Webinar by Conducting Anti-Bribery Audit
i. Webinar on Fraud Exposure & Audit Suggestion
j. Webinar on Lie Detecting Techniques for Internal Auditors
k. Basic Anti-Corruption Training for SPI of SOEs and Subsidiaries
l. Webinar on Psychology Audit - Lie Detection Techniques for all SPI employees
m. CISA training and education
n. QRMP Training
o. CRMP Degree Extension Training
p. Training on Audit Basics
q. Basic Level QIA Training
r. ISO 27001 : 2013 Training
s. IT Governance, Risk Management, Assurance, & Cybersecurity Summit workshop
t. National Anti-Fraud Conference
u. Inauguration of PIA Professional Degree
v. Conference Risk Beyond : Reimagine the Future
w. National Conference IIA "Enhancing Communication & Collaboration: Learning from the Pandemic.

RENCANA AUDIT 2021

Di tahun 2021, SPI telah menyusun program kerja dan rencana audit sebagai berikut:

2021 AUDIT PLAN

In 2021, SPI has compiled a work program and audit plan as follows:

PENILAIAN KINERJA SPI

Sepanjang tahun 2020, SPI telah menjalankan program kerja dan memenuhi *key performance indicator* yang ditetapkan dengan pencapaian 105,15 atau berada di atas target yang ditetapkan, dengan perincian sebagai berikut:

PERFORMANCE ASSESSMENT OF THE INTERNAL AUDIT UNIT

Throughout 2020, the Internal Audit Unit has implemented work programs and met the key performance indicators set by achieving 105.15% or above the set target, with the following details:

***KEY PERFORMANCE INDICATOR* (KPI)**
SATUAN PENGAWASAN INTERN
TRIWULAN IV TAHUN 2020
KEY PERFORMANCE INDICATOR (KPI)
INTERNAL AUDIT UNIT
4th QUARTER OF 2020

NO	INDIKATOR PENCAPAIAN KINERJA 2020 KEY PERFORMANCE INDICATOR (KPI) 2020	FORMULA 2020 2020 FORMULA	SATUAN UNIT	BOBOT WEIGHT	SASARAN 2020 2020 TARGET	REALISASI REALIZATIONS	NILAI PRESTASI ACHIEVEMENT VALUE	NILAI TERTIMBANG WEIGHTED VALUE
1	Pengendalian Biaya Inspeksi Inspection Cost Control	Realisasi biaya inspeksi Anggaran Biaya Inspeksi Realized inspection fee Inspection Cost Budget	%	12	100,00	73,32	120,00	14,40

KEY PERFORMANCE INDICATOR (KPI) SATUAN PENGAWASAN INTERN TRIWULAN IV TAHUN 2020

KEY PERFORMANCE INDICATOR (KPI)
INTERNAL AUDIT UNIT
4th QUARTER OF 2020

NO	INDIKATOR PENCAPAIAN KINERJA 2020 KEY PERFORMANCE INDICATOR (KPI) 2020	FORMULA 2020 2020 FORMULA	SATUAN UNIT	BOBOT WEIGHT	SASARAN 2020 2020 TARGET	REALISASI REALIZATIONS	NILAI PRESTASI ACHIEVEMENT VALUE	NILAI TERTIMBANG WEIGHTED VALUE
2	Terlaksananya Rencana Kerja Audit Tahunan (RKAT) Implementation of the Annual Audit Work Plan (RKAT)	Realisasi RKAT Realization of RKAT	%	10	95,00	100,00	105,00	10,50
3	Terbitnya LHA Tepat Waktu Timely issuance of the Audit Result Report (LHA)	Rata-rata hari terbitnya LHA SPI Average days of issuance of SPI Audit Result Report	Hasil Kerja Work Result	12	15	8,64	103,07	12,37
4	Tercapainya Skor Sistem Pengendalian Intern Achievement of Internal Control System Score	Hasil perhitungan Skor Score calculation results	Skor Score	10	84,50	84,62	100,14	10,01
5	Ketepatan waktu penyampaian laporan kinerja SPI kepada komite Audit (Triwulan) Timely submission of SPI performance reports to the Audit committee (Quarterly)	Tanggal penyerahan Laporan Kinerja SPI SPI Performance Report submission date	Tanggal Date	10	10/01/2021	04/01/2021	103,50	10,35
6	Penyelesaian Laporan pelanggaran melalui WBS Completion of violation reports through WBS	Persentase jumlah tindak laporan pelanggaran yang dapat diselesaikan Percentage of the number of reported violations that can be resolved	%	8	95,00	100,00	105,00	8,40
7	Terbitnya Laporan Kartu Evaluasi Hasil Audit (KEHA) Issue of Card Report Evaluation of Audit Results (KEHA)	Rata-rata waktu terbitnya KEHA Average time the publication of KEHA	Hari kerja Working days	8	10	7,73	102,04	8,16

KEY PERFORMANCE INDICATOR (KPI)
SATUAN PENGAWASAN INTERN
TRIWULAN IV TAHUN 2020

KEY PERFORMANCE INDICATOR (KPI)
INTERNAL AUDIT UNIT
4th QUARTER OF 2020

NO	**INDIKATOR PENCAPAIAN KINERJA 2020** KEY PERFORMANCE INDICATOR (KPI) 2020	**FORMULA 2020** 2020 FORMULA	**SATUAN** UNIT	**BOBOT** WEIGHT	**SASARAN 2020** 2020 TARGET	**REALISASI** REALIZATIONS	**NILAI PRESTASI** ACHIEVEMENT VALUE	**NILAI TERTIMBANG** WEIGHTED VALUE
8	Tersampaikannya Laporan Progres Tindak Lanjut Hasil Audit Eksternal Delivered Action Progress Report Continue Audit Results External	Waktu penyampaian Laporan tindak lanjut audit eksternal Time delivery Action report continue audit external	Hari Kerja Working days	12	22	20	100,45	12,05
9	Jumlah pegawai yang bersertifikasi teknis bidang audit Number of employees who technical certified audit field	Jumlah pegawai yang bersertifikasi teknis bidang audit dalam setahun Amount the employee who certified technical field internal audit a year	Pegawai Employee	8	8	12	105,00	8,40
10	Hasil penjaminan kualitas Internal (*Quality Assurance*) Internal quality assurance results	Rata-rata nilai *Quality Assurance* Internal Average score of Internal Quality Assurance	Skor Score	10	3,5	4,52	105,00	10,50
TOTAL				**100**				**105,15**

AKUNTAN PUBLIK
PUBLIC ACCOUNTANT

Fungsi pengawasan independen terhadap aspek keuangan Perseroan dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Perseroan tahun buku 2020 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Proses pemilihannya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk.

The independent supervisory function of the Company's financial aspects is carried out by an External Audit conducted by the Public Accounting Firm (KAP). The External Auditor who examines the Company's financial statements for the 2020 financial year is appointed through the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee. The selection process is carried out in accordance with the applicable procurement mechanism for goods and services. To ensure the independence and quality of the audit results, an External Auditor is appointed.

DASAR HUKUM

Perseroan menggunakan Jasa Akuntan Publik dengan merujuk pada:
1. Peraturan Otoritas Jasa Keuangan Nomor 13/POJK.03/2017 tentang penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam kegiatan Jasa Keuangan;
2. Surat Edaran Otoritas Jasa Keuangan Nomor 36/SEOJK.03/2017 tentang tata cara penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

LEGAL BASIS

The Company employs the service of Public Accountant Service by referring to:
1. Regulation of Financial Service Authority No. 13/POJK.03/2017 concerning Utilization of Public Accountant Service and Public Accountant Office in Financial Service Activities;
2. Circular Letter of Financial Service Authority No. 36/SEOJK.03/2017 concerning Procedures to Utilize Public Accountant Service and Public Accounting Firm in Financial Service Activities.

PROSES PENUNJUKAN AKUNTAN PUBLIK

Dewan Komisaris mengusulkan nama Akuntan Publik berdasarkan hasil evaluasi dan rekomendasi dari Komite Audit untuk kemudian dipertimbangkan dalam RUPS. Dalam RUPS Perusahaan Tahun 2019 telah ditunjuk Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis, Dan Rekan sebagai Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan yang berakhir pada tanggal 31 Desember 2020.

APPOINTMENT PROCESS OF PUBLIC ACCOUNTANT

The Board of Commissioners proposes the name of the Public Accountant based on the evaluation results and recommendations from the Audit Committee to be considered in the GMS. In the Company's 2019 GMS, Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis, and Partners was appointed as the Public Accountant to audit the Company's Consolidated Financial Statements ended December 31, 2020.

Nama dan Biaya Akuntan Publik 5 Tahun Terakhir
Name and Fees of Public Accountant in the Last 5 Years

Tahun Year	KAP Public Accounting Firm	Akuntan Accountant	Biaya (Rp) Fees (IDR)
2020	KAP Tanudiredja, Wibisana, Rintis, dan Rekan Public Accounting Firm Tanudiredja, Wibisana, Rintis, and Partners	Muhammad Jusuf Wibisana	2.612.500.000
2019	KAP Tanudiredja, Wibisana, Rintis, dan Rekan Public Accounting Firm Tanudiredja, Wibisana, Rintis, and Partners	Muhammad Jusuf Wibisana	2.675.000.000
2018	KAP Tanudiredja, Wibisana, Rintis, dan Rekan Public Accounting Firm Tanudiredja, Wibisana, Rintis, and Partners	Muhammad Jusuf Wibisana	2.450.000.000
2017	KAP Soejatna, Mulyana dan Rekan Public Accounting Firm Soejatna, Mulyana, and Partners	Sukarna Rusdjana	589.000.000
2016	KAP Soejatna, Mulyana dan Rekan Public Accounting Firm Soejatna, Mulyana, and Partners	Safaat Widjajabrata	519.000.000

JASA LAIN YANG DIBERIKAN

Tahun 2020, KAP Tanudiredja, Wibisana, Rintis, dan Rekan tidak memberikan jasa audit lain selain audit laporan keuangan tahun 2020.

OTHER SERVICES PROVIDED

In 2020, KAP Tanudiredja, Wibisana, Rintis, and Partners did not provide audit services other than the audit on the 2020 financial statement.

MANAJEMEN RISIKO
RISK MANAGEMENT

Manajemen Risiko merupakan salah satu elemen penting dari *Good Corporate Governance* dan memiliki fungsi strategis untuk mengenali berbagai macam risiko yang dihadapi atau akan dihadapi oleh Perseroan. Melalui pelaksanaan Manajemen Risiko, Perseroan juga bertujuan untuk melindungi manajemen agar tidak menghasilkan kebijakan yang merugikan Perseroan di masa mendatang.

Risk Management is one of the important elements of Good Corporate Governance and it has a strategic function to recognize various types of risks faced or shall be faced by the Company. Through the implementation of Risk Management, the Company also aims to protect management from issuing policies that harm the Company in the future.

DASAR PENERAPAN MANAJEMEN RISIKO

1. Peraturan Menteri Negara BUMN RI Nomor Per-01/ MBU/2011 tentang Tata Kelola Perusahaan yang Baik (GCG) pada BUMN (pasal 25);
2. Peraturan Otoritas Jasa Keuangan Nomor 10/ POJK.05/2014 tentang Penilaian Tingkat Risiko Lembaga Jasa Keuangan Non Bank (Pasal 2 ayat 1);
3. POJK Nomor 2/POJK.05/2014/ POJK.05/2014 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian (Pasal 4 ayat 2 butir d).

BASIS OF RISK MANAGEMENT IMPLEMENTATION

1. Regulation of the Ministry of SOEs No. 01/MBU/2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs (article 25);
2. Regulation of the Financial Services Authority No. 10/ POJK.05/2014 concerning Risk Level Assessment of Non-Bank Financial Service Institutions (Article 2 paragraph 1);
3. Regulation of Financial Service Authority No. 2/POJK.05/2014 concerning Good Corporate Governance for Insurance Companies (Article 4 paragraph 2 point d).

PEDOMAN MANAJEMEN RISIKO

Perseroan menyusun pedoman yang menjelaskan aturan dan tata cara manajemen risiko PT Jasa Raharja yang berisikan antara lain:

BAB I PENDAHULUAN
1. Latar Belakang
2. Profil Perusahaan
3. Latar Belakang Pengelolaan Risiko
4. Tujuan
5. Komponen Pengelolaan Risiko
6. Tiga Pilar Manajemen Risiko Perusahaan

BAB II DEFINISI ISTILAH (*ISO GUIDE* 73:2009 *Risk Management-Vocabulary*)

BAB III PRINSIP DAN KERANGKA MANAJEMEN RISIKO

1. Kerangka Kerja untuk Mengelola Risiko
2. Desain Kerangka Kerja
3. Mandat dan Komitmen
4. Perencanaan dan Pengorganisasian
5. Pengembangan Kapabilitas dan Kapasitas
6. Evaluasi dan Perbaikan Berkelanjutan
7. Proses pada Tingkat Operasional

GUIDELINES FOR RISK MANAGEMENT

The Company develops guidelines that explain the rules and procedures for the Company's risk management, which include:

CHAPTER I INTRODUCTION
1. Background
2. Company Profile
3. Background of Risk Management
4. Objectives
5. Components of Risk Management
6. Three Pillars of the Company's Risk Management

CHAPTER II DEFINITION OF TERMS (ISO GUIDE 73:2009 Risk Management-Vocabulary)

CHAPTER III PRINCIPLES AND FRAMEWORK OF RISK MANAGEMENT
1. Framework of Risk Management
2. Framework Design
3. Mandate and Commitment
4. Planning and Organizing
5. Capacity and Capability Building
6. Evaluation and Continuous Improvement
7. Process at Operational Level

BAB IV PROSES MANAJEMEN RISIKO

1. Komunikasi dan Konsultasi
2. Penetapan Konteks
3. Menyusun Tabel Dampak
4. Menyusun Tabel Kemungkinan
5. Mengukur Tingkat Keefektifan Kontrol dan Pengendalian saat ini
6. Menentukan Tingkat Risiko
7. Menentukan Toleransi Risiko

BAB V ASESMEN DAN PERLAKUAN RISIKO

1. Asesmen Risiko
2. Identifikasi Risiko
3. Analisis Risiko
4. Evaluasi Risiko
5. Risk Register
6. Profil Risiko
7. Perlakuan Risiko

BAB VI MEKANISME MONITOR DAN TINJAU ULANG

1. Model Elemen Proses
2. Peninjauan Proses Manajemen Risiko
3. Mengukur Kinerja Manajemen Risiko

CHAPTER IV RISK MANAGEMENT PROCESS

1. Communication and Consultancy
2. Context Definition
3. Developing Impact Table
4. Developing Possibility Table
5. Assessing the Effectiveness of Current Control and Management
6. Determining Risk Level
7. Determining Risk Tolerance

CHAPTER V ASSESSMENT AND TREATMENT OF RISK

1. Risk Assessment
2. Risk Identification
3. Risk Analysis
4. Risk Evaluation
5. Risk Register
6. Risk Profile
7. Risk Treatment

CHAPTER VI MONITORING AND REVIEW MECHANISM

1. Process Element Model
2. Risk Management Process Review
3. Assessing Risk Management Performance

KEBIJAKAN MANAJEMEN RISIKO

Dalam upaya menyesuaikan diri dengan perkembangan standarisasi praktek *Enterprise Risk Management* (ERM) secara internasional dan didasari peraturan yang ada, maka pengembangan sistem Manajemen Risiko Jasa Raharja dilaksanakan dengan mengadopsi standar internasional ISO 31000:2018 *Risk Management – Principles and Guidelines*, yang telah diadopsi menjadi standar nasional SNI ISO 31000:2018.

PENGELOLAAN RISIKO PERUSAHAAN

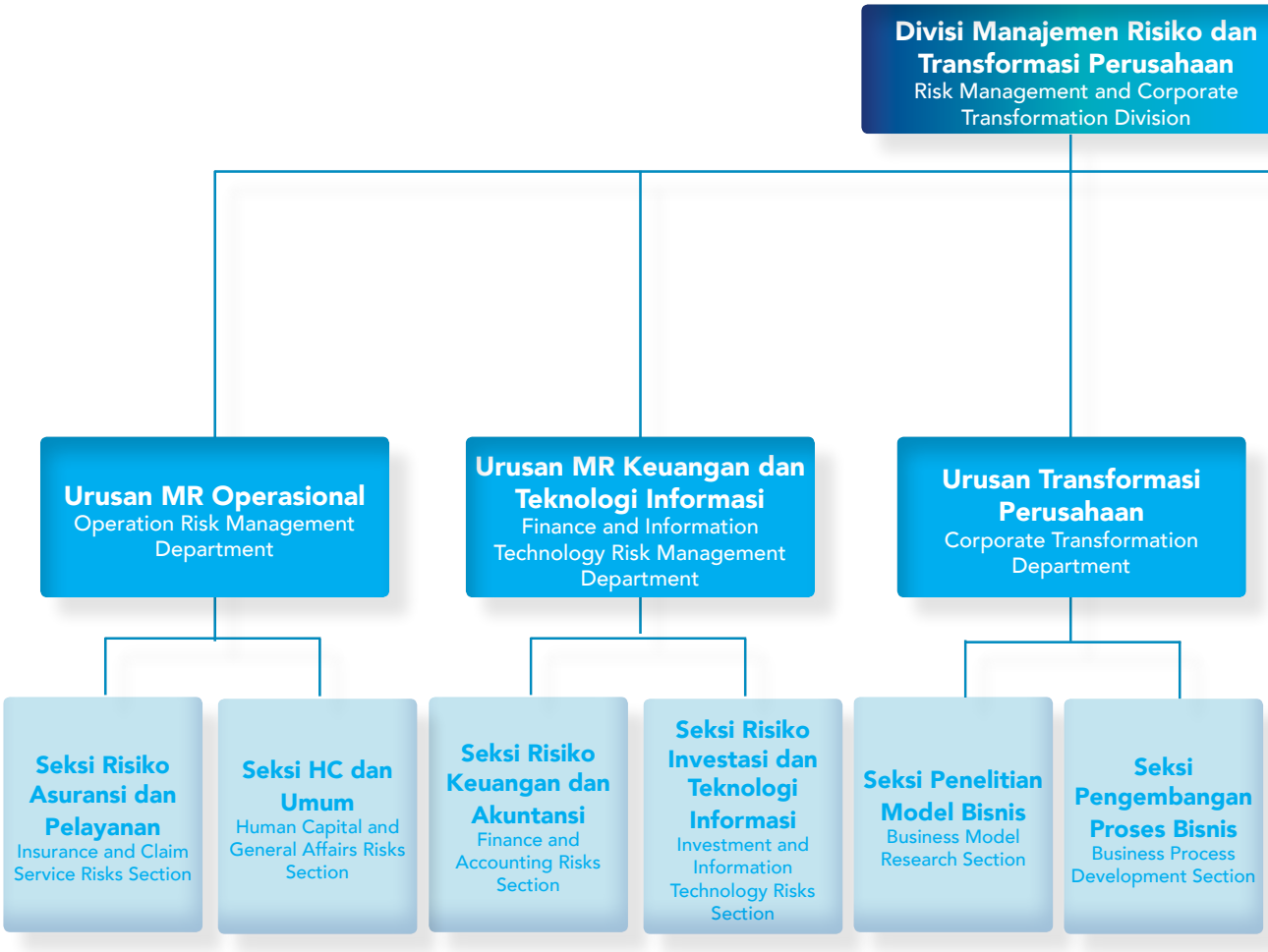
Pengelolaan manajemen risiko di Jasa Raharja dilaksanakan oleh Divisi Manajemen Risiko dan Transformasi Perusahaan (Divisi MRTP) yang bertanggung jawab langsung kepada Direktur Manajemen Risiko dan Teknologi Informasi.

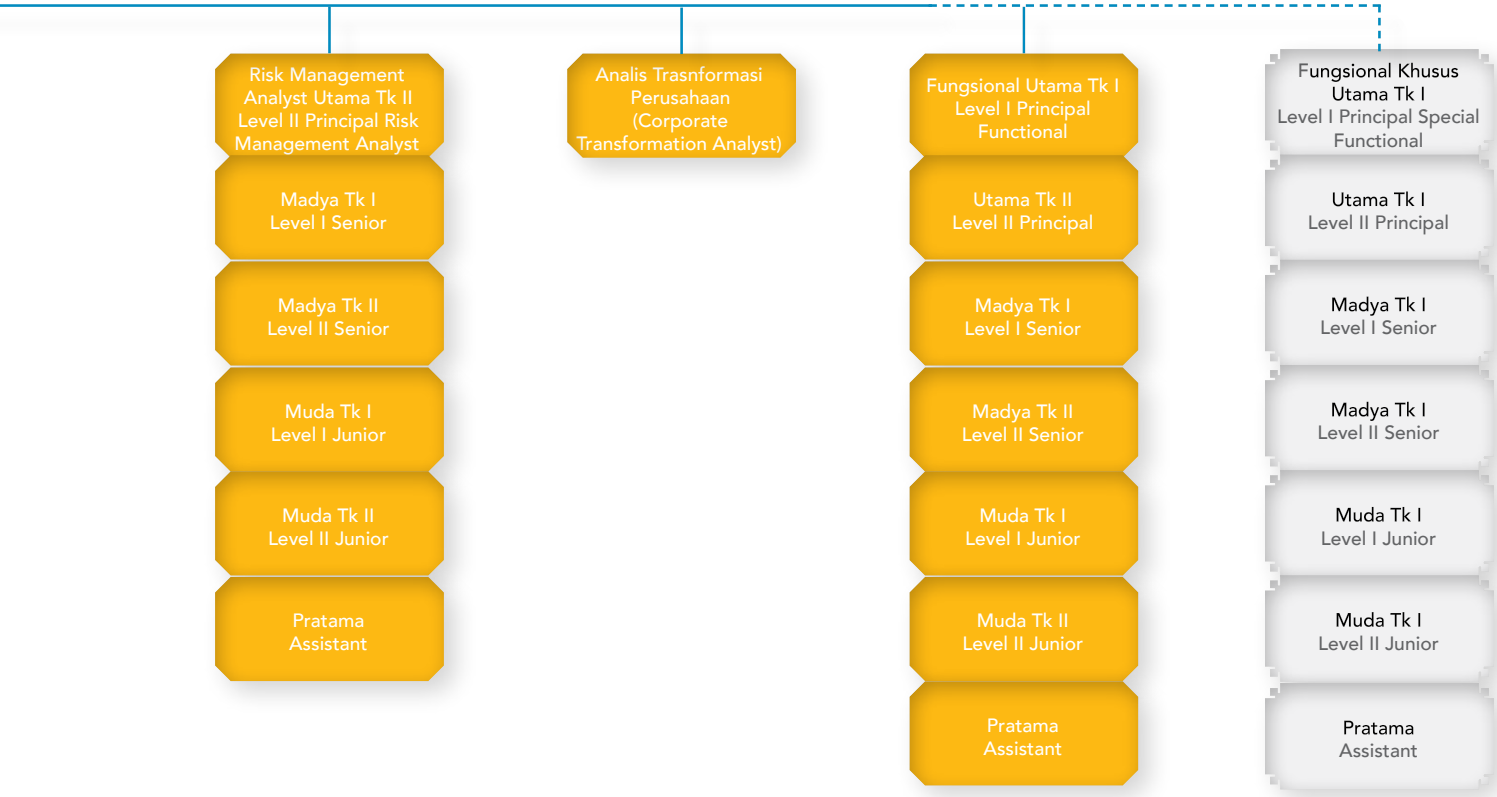
RISK MANAGEMENT POLICY

To adjust with the development of standardized international Enterprise Risk Management (ERM) practices, and based on existing regulations, the development of the Jasa Raharja Risk Management system is implemented by adopting international standards ISO 31000: 2018 Risk Management- Principles and Guidelines, which have been adopted as SNI national standards ISO 31000: 2018.

THE COMPANY'S RISK MANAGEMENT

The implementation of risk management at PT Jasa Raharja is performed by the Risk Management and Corporate Transformation (Risk Management and Corporate Transformation Division), which is directly responsible to the Director of Risk Management and Information Technology.


Divisi Manajemen Risiko dan Transformasi Perusahaan
Risk Management and Corporate Transformation Division
Urusan MR Operasional
Operation Risk Management Department
Urusan MR Keuangan dan Teknologi Informasi
Finance and Information Technology Risk Management Department
Urusan Transformasi Perusahaan
Corporate Transformation Department
Seksi Risiko Asuransi dan Pelayanan
Insurance and Claim Service Risks Section
Seksi HC dan Umum
Human Capital and General Affairs Risks Section
Seksi Risiko Keuangan dan Akuntansi
Finance and Accounting Risks Section
Seksi Risiko Investasi dan Teknologi Informasi
Investment and Information Technology Risks Section
Seksi Penelitian Model Bisnis
Business Model Research Section
Seksi Pengembangan Proses Bisnis
Business Process Development Section


Risk Management Analyst Utama Tk II Level II Principal Risk Management Analyst
Madya Tk I Level I Senior
Madya Tk II Level II Senior
Muda Tk I Level I Junior
Muda Tk II Level II Junior
Pratama Assistant
Analis Trasnformasi Perusahaan (Corporate Transformation Analyst)
Fungsional Utama Tk I Level I Principal Functional
Utama Tk II Level II Principal
Madya Tk I Level I Senior
Madya Tk II Level II Senior
Muda Tk I Level I Junior
Muda Tk II Level II Junior
Pratama Assistant
Fungsional Khusus Utama Tk I Level I Principal Special Functional
Utama Tk I Level II Principal
Madya Tk I Level I Senior
Madya Tk I Level II Senior
Muda Tk I Level I Junior
Muda Tk I Level II Junior
Pratama Assistant

PROFIL KEPALA DIVISI MANAJEMEN RISIKO DAN TRANSFORMASI

Profil Kun Wahyu W, SH,. LLM,.AAAI-K., AMII.ACII, CRG-L sebagai Kepala Divisi Manajemen Risiko dan Transformasi Perusahaan dapat dilihat pada Profil Pejabat Senior dalam Bab Profil Perusahaan dalam Buku Laporan Tahunan ini.

PROFILE OF HEAD OF RISK MANAGEMENT AND CORPORATE TRANSFORMATION

Profile of Kun Wahyu W., SH., LLM, AAAI-K, AMII.ACII, CRG-L as the Head of Risk Management and Corporate Transformation is presented in Profile of Senior Officers in the Chapter of Company Profile in this Annual Report.

PROFIL RISIKO DAN UPAYA MITIGASI RISIKO

RISK PROFILE AND RISK MITIGATION EFFORT

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
1.	Ketidaksesuaian strategi perusahaan sebagai member *holding* BUMN Perasuransian dan Penjaminan terjadi	Penunjukan PT Bahana Pembinaan Usaha Indonesia (Persero) sebagai Induk *Holding* BUMN Perasuransian dan Penjaminan, mengubah posisi PT Jasa Raharja (Persero) yang semula *Champion Holding* menjadi *Member Holding*. *Progress* yang telah dilakukan berkaitan dengan mitigasi risiko tersebut sampai dengan Triwulan IV tahun 2019, antara lain: 1. Pengembangan Aplikasi JR-Ku; 2. Pelaksanaan Audit *Human Capital* dan penyusunan *roadmap* HC; 3. Rancangan Peraturan Pemerintah tentang Penambahan Penyertaan Modal Negara RI ke dalam saham perusahaan perseroan PT Bahana Pembinaan Usaha Indonesia (Persero).	1. Melakukan transformasi digital dan *human capital* untuk meningkatkan keunggulan kompetitif dalam pelayanan dan pendapatan; 2. Melakukan penyesuaian Rencana Bisnis sesuai dengan posisi Jasa Raharja di *Holding* dan *Roadmap* KBUMN; 3. Mengusulkan agar di dalam RPP Holding BUMN Perasuransian dan Penjaminan dinyatakan bahwa JR tetap sebagai pelaksana UU No. 33 dan 34 Tahun 1964
	Discrepancies in the Company's strategy as a memberholding of the Insurance SoE	The appointment of PT Bahana Pembinaan Usaha Indonesia (Persero) as the Holding of Insurance SOE, changed the position of PT Jasa Raharja (Persero) which was originally Champion Holding to become Member Holding. Progress that has been made relating to the risk mitigation up to Quarter IV of 2019 includes, among others: 1. Development of the JR-Ku Application; 2. Implementation of Human Capital Audit and preparation of the HC roadmap; 3. Draft of Government Regulation on Additional RI State Capital Participation into company shares of PT Bahana Pembinaan Usaha Indonesia (Persero).	1. Perform digital and human capital transformation to increase competitive advantage in services and revenues; 2. Make adjustments to the Business Plan in accordance with Jasa Raharja's position in the KBUMN Holding and Roadmap; 3. Propose that the RPP of Insurance SoE Holding states that JR remains as implementer of Law No. 33 and 34 of 1964.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
2.	Penurunan kesadaran masyarakat untuk membayar SWDKLLJ tiap tahun	Sumbangan Wajib merupakan sektor penerimaan terbesar bagi Jasa Raharja. Penerimaan ini merupakan sumbangan yang wajib dibayarkan oleh pemilik kendaraan bermotor setiap tahunnya bersamaan dengan pembayaran pajak kendaraan bermotor. *Progress* yang telah dilakukan berkaitan dengan mitigasi risiko tersebut sampai dengan Triwulan IV 2019 antara lain: 1. Melakukan koordinasi dengan Korlantas Polri agar pengutipan SWDKLLJ atas penerbitan STCK bisa dilaksanakan sesuai surat dukungan Korlantas Mabes Polri Nomor ST/1665/VII/HUK.7.1/2018 Tanggal 6 Juli 2018; 2. Mengirimkan surat edaran ke seluruh Kantor Cabang agar Kantor Cabang melakukan koordinasi dengan Ditlantas terkait dengan pengutipan SWDKLLJ atas penerbitan STCK Surat Nomor AS/SE/27/2018 Tanggal 5 Juli 2018 perihal Pengutipan SWDKLLJ atas STCK kendaraan bermotor; 3. Memotivasi Kantor Cabang melakukan pengutipan SWDKLLJ atas penerbitan STCK kondisi per 31 Desember 2019 sudah 21 Kantor Cabang; 4. Melaksanakan penandatanganan MOU dan PKS Samsat *Online* Nasional oleh Tim Pembina Samsat Pusat pada tanggal 4 April 2019 bekerja sama dengan Bank Pembangunan Daerah di semua provinsi dan Perbankan Nasional untuk mempermudah masyarakat dalam melaksanakan pembayaran pajak kendaraan bermotor.	1. Inisiatif ke *digital transformation*, seperti pembayaran pajak kendaraan bermotor di gerai Indomaret; 2. Melaksanakan hasil rapat Keputusan Bersama Sekretariat Samsat Tingkat Pusat; dan 3. Mulai melakukan kegiatan operasi gabungan di luar jadwal rutin.
	A decline of public awareness to pay SWDKLLJ every year	Mandatory contribution is the largest income sector for Jasa Raharja. This income is a contribution that must be paid by the owner of a motor vehicle every year along with the motor vehicle tax payment. Progress that has been made related to risk mitigation up to the fourth quarter of 2019 includes: 1. Coordinate with the National Police Traffic Corps so tha the SWDKLLJ quotation on the issuance of STCK can be carried out according to the support letter of the National Police Headquarters Traffic Corps No. ST/1665/VII/HUK.7.1/2018 dated July 6, 2018; 2. Send circular letters to all Branch Offices so that Branch Offices coordinate with Ditlantas in relation to SWDKLLJ quotations on the issuance of STCK Letter No. AS/SE/27/2018 dated July 5, 2018 concerning Quotes of SWDKLLJ on motorized vehicle STCK; 3. Motivate Branch Offices to quote SWDKLLJ for the issuance of STCK, as of December31, 2019 already 21 Branch Offices; 4. Signed the National Samsat Online MOU and Agreement signed by the Central Samsat Guidance Team on April 4, 2019 in collaboration with Regional Development Banks in all provinces and National Banks to facilitate the public in carrying out motor vehicle tax payments.	1. Initiatives to digital transformation, such as motor vehicle tax payments at Indomaret outlets; 2. Carry out the results of the Joint Decree of the Central Samsat Secretariat; and 3. Commence to conduct joint operations outside the regular schedules.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
3.	Portofolio dan hasil investasi tidak memenuhi target *Yield* dan anggaran	Defisit *Current Account* Indonesia sampai dengan Desember 2019 semakin melebar, hal tersebut disinyalir sebagai kinerja terburuk Indonesia sejak 3 tahun terakhir. Sentimen ini menjadi salah satu faktor yang mempengaruhi fluktuatifnya *stock market* dan *debt market* Indonesia. *Progress* yang telah dilakukan berkaitan dengan risiko tersebut sampai dengan Triwulan IV 2019 antara lain: 1. Mencari alternatif investasi dengan yield diatas target YOI dan melakukan *rebalancing* portofolio; 2. Analisa dan Evaluasi Strategi Triwulanan Investasi; 3. Aktif melakukan *rebalancing* portofolio.	1. Menyesuaikan pedoman investasi dengan perubahan regulasi; 2. Selektif dalam memilih rekanan penempatan investasi; 3. Membentuk *Investment Monitoring Team* (IMT); 4. *Upgrade* pengetahuan investasi; 5. Aktif melakukan *trading* obligasi portofolio.
	Portfolios and investment income do not meet the Yield target and budget	Indonesia's Current Account deficit until December 2019 has widened, this was allegedly the worst performance of Indonesia in the last 3 years. This sentiment is one of the factors that influence the volatility of the Indonesian stock market and debt market. Progress that has been made relating to this risk up to Quarter IV of 2019 includes: 1. Look for investment alternatives with yields above the YOI target and rebalance the portfolio; 2. Analysis and Evaluation of Quarterly Investment Strategy; 3. Actively rebalance the portfolio.	1. Adjust investment guidelines with regulatory changes; 2. Selective in choosing investment placement partners; 3. Establish an Investment Monitoring Team (IMT); 4. Upgrade investment knowledge; 5. Actively trade portfolio bonds.
4.	Ancaman *Cyber Crime* (Internal dan Eksternal) terhadap sistem TI pada operasional perusahaan	Sejak dikeluarkannya Peraturan Presiden tentang Pembentukan Badan Siber dan Sandi Negara (BSSN) pada Mei 2017, BSSN belum memiliki struktur. Padahal ancaman siber sepanjang 2017 sangat memprihatinkan, mulai dari *wannacry* hingga *notpetya* yang dampaknya cukup memprihatinkan. Kejahatan *siber* tahun 2019 pun diprediksi semakin mengancam masyarakat. *Progress* yang telah dilakukan sampai dengan Triwulan IV 2019 antara lain: 1. Pemasangan *Firewall pada Data Center* (DC) dan *Disaster Recovery Center* (DRC) telah dilaksanakan 2. Melakukan penggantian *password* secara berkala dengan kombinasi yang diberlakukan pada perusahaan; 3. Melakukan proteksi PC/Laptop/Gadget dengan antivirus dan selalu ter-*update*; 4. Melakukan proteksi terhadap pengiriman *e-mail* dan memberlakukan pemeriksaan terhadap *file* yang diijinkan keluar atau masuk agar terhindar dari *phising* atau *malware*; 5. Dalam waktu dekat akan diberlakukan otorisasi berdasarkan pengguna atau karyawan dan penentuan hak akses tertinggi (*administrator*) akan dilakukan pengamanan berlapis dan berjenjang untuk mengantisipasi pencurian atau penyalahgunaan oleh seorang admin yang tidak bertanggung jawab dari *phising* atau *malware*.	1. Memberikan perlindungan terhadap aplikasi yang dapat diakses melalui publik sudah terenkripsi dengan SSL 128 bit; 2. *Filtering* konten atau ancaman berupa *vulnerability* sudah dilakukan penambahan fitur layanan di sisi ISP dengan memberlakukan fitur *Clean Pipe Service*; 3. Secara berkala sudah dilakukan *penetration test* baik secara *blackbox* ataupun *whitebox* oleh konsultan *independent*.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
	Cyber Crime Threats (Internal and External) against IT systems in Company operations	Since the issuance of the Presidential Regulation on the Establishment of State Cyber and CodeAgency (BSSN) in May 2017, the BSSN has not have a structure. Whereas the threat of cyber throughout 2017 is very concerning, ranging from wannacry to nopetya whose impact is quite alarming. Cyber crime in 2019 is predicted to increasingly threaten the community. Progress that has been made up to Quarter IV of 2019 include: 1. Carried out Firewall installation in Data Center (DC) and Disaster Recovery Center (DRC) 2. Change passwords regularly with a combination that applies to the company; 3. Protect PC/Laptop/Gadget with antivirus and always updated; 4. Perform protection against email deliveries and enforce checks on files that are allowed to go out or come in to avoid phishing or malware; 5. In the near future authorization will be based on the user or employee and the determination of the highest access rights (administrator) will be done in layers and tiered security to anticipate theft or abuse by an irresponsible admin; from phishing or malware.	1. Provides protection for applications that can be accessed via public encrypted with 128 bit SSL; 2. Filter content or threats in the form of vulnerability has been added to the service features on the ISP side by implementing the Clean Pipe Service feature; 3. Carry out periodic penetration tests either in blackbox or whitebox by independent consultants;
5.	Ketidakmampuan perusahaan bertransformasi dalam indutri 4.0	Seperti revolusi industri di generasi sebelumnya, revolusi industri 4.0 ini mengejar hasil yang sama, yaitu peningkatan pendapatan, penghematan biaya dan efisiensi operasional. Implementasi industri 4.0 mampu meningkatkan produktivitas, penyerapan tenaga kerja dan perluasan pasar bagi industri nasional. *Progress* yang telah dilakukan sampai dengan Triwulan IV 2019 antara lain: 1. Beberapa pegawai telah mengikuti training mengenai *Big Data*; 2. Implementasi *Big Data* dalam proses pembangunan infrastruktur dan penerapan *Big Data* dengan *use case* data Sumbangan Wajib (SW); 3. Meningkatkan integrasi antar sistem yang ada di perusahaan, anak perusahaan dan mitra kerja.	1. Implementasi *House of Knowledge* (HOKI) yaitu portal IT sebagai sentralisasi aplikasi dan informasi perusahaan; 2. Mengikutsertakan pegawai Divisi TIK dalam kegiatan-kegiatan pelatihan terkait teknologi terkini di bidang TI.
	The inability of the Company to transform in 4.0 industry	Like the industrial revolution in the previous generation, the 4.0 industrial revolution pursues the same results, namely increased revenue, cost savings and operational efficiency. Industry 4.0 implementation is able to increase productivity, employment and market expansion for national industries. Progress that has been carried out until Quarter IV of 2019 includes: 1. Several employees have participated in training on Big Data; 2. Implementation of Big Data in the process of infrastructure development and application of Big Data using the Mandatory Contribution (SW) use case data; 3. Increase integration between existing systems in the Company, its subsidiaries and partners.	1. Implementation of the House of Knowledge (HOKI), which is the IT portal as a centralized application and company information; 2. Involving ICT Division employees in training activities related to the latest technology in the IT field.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
6.	*Shifting* penumpang umum moda transportasi	Pemilihan moda merupakan suatu proses perencanaan angkutan yang bertugas untuk menentukan pembebanan perjalanan atau mengetahui jumlah orang dan atau barang yang akan menggunakan atau memilih berbagai moda transportasi yang tersedia untuk melayani suatu titik asal-tujuan tertentu, demi beberapa maksud perjalanan tertentu pula. Pemilihan moda adalah tahapan paling penting dalam proses perencanaan transportasi dan dalam mengambil sebuah kebijakan perencanaan. *Progress* yang telah dilakukan sampai dengan Triwulan IV Tahun 2019 antara lain: 1. Dalam proses pembuatan konsep terminologi penumpang yang membayar IWPU untuk diusulkan menjadi Keputusan Dirjen Angkutan Udara sehingga dapat menjadi pedoman bagi maskapai.	1. Pilot *Project* di Banten tentang implementasi pengutipan IWKL kapal Pelayaran Rakyat melalui aplikasi; 2. *Host to host* data penumpang akan dilakukan dengan PT Kereta Commuter Indonesia.
	Public passenger shifting of transportation mode	Mode selection is a transportation planning process whose job is to determine travel costs or to find out the number of people and/or goods that will use or choose various modes of transportation available to serve a particular origin, for the sake of certain travel purposes. Mode selection is the most important stage in the transportation planning process and in making a planning policy. Progress that has been carried out up to Quarter IV of 2019 includes: 1. In the process of drafting the terminology concept of passengers who pay IWPU to be proposed as a Decree of the Director General of Air Transport so that it can become a guideline for airlines.	1. Pilot Project in Banten regarding the implementation of IWKL quotation of Pelayaran Rakyat ships through application; 2. Host to host passenger data will be conducted with PT Kereta Commuter Indonesia.
7.	Tuntutan hukum dari pihak klaimen dan/atau pihak ketiga lainnya	Tuntutan hukum dari pihak klaimen atau pihak ketiga bisa saja dilayangkan ke perusahaan apabila terjadi dispute dalam proses penyelesaian klaim. Beberapa hal yang menyebabkan adanya tuntutan dari pihak ketiga yaitu: 1. Kurangnya pelayanan yang diberikan oleh Jasa Raharja kepada pihak klaimen dalam pengurusan santunan; 2. Kurangnya pemahaman Masyarakat terhadap ruang lingkup jaminan yang diberikan oleh Jasa Raharja kepada korban kecelakaan lalu lintas; 3. Ketidakpuasan masyarakat atas pelayanan yang diberikan Jasa Raharja. Dampak yang ditimbulkan dari risiko tersebut yaitu: 1. Nama baik perusahaan akan tercemar baik di kalangan masyarakat maupun di media massa. 2. Dengan adanya tuntutan/gugatan tersebut, perusahaan akan menghadapi perkara hukum dan persidangan yang menyita waktu, tenaga dan biaya.	1. Melakukan penyusunan pedoman/ SPO bidang Hukum dan Kepatuhan 2. Bekerja sama dengan *Lawyer* eksternal dalam rangka menangani perkara yang masuk ke Pengadilan terkait tuntutan hukum dari pihak ketiga/pihak klaimen.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
	Lawsuits from claimants and/ or other third parties	Legal claims from claimants or third parties may be filed with the company if a dispute occurs during the claim settlement process. Several things that cause claims of third parties, namely: 1. Lack of services provided by Jasa Raharja to claimants in the management of compensation; 2. Lack of public understanding of the scope of guarantees provided by Jasa Raharja to victims of traffic accidents; 3. Public dissatisfaction with the services rendered by Jasa Raharja. Impacts arising from this risk, namely: 1. The Company's good name will be defamed both in the public and in the mass media. 2. With the claims lawsuits, the company will face legal cases and trials which take time, energy and costs.	1. Formulate guidelines/SOP in the field of Law and Compliance; 2. Cooperate with external Lawyers in the context of handling cases that go to court related to lawsuits from third parties/claimants.
8.	Implementasi HCM yang belum terintegrasi	PT Jasa Raharja (Persero) memiliki komitmen penuh dalam mengembangkan kompetensi sumber daya manusia yang dimiliki. *Human Capital Management* (HCM) merupakan salah satu strategi yang dirancang perusahaan untuk menciptakan keunggulan perusahaan yang kompetitif dan berkesinambungan melalui pengembangan kompetensi karyawan. Risiko implementasi HCM yang belum terintegrasi dapat menghambat perusahaan dalam mencapai tujuannya. Saat ini, seluruh modul telah selesai dibuat. Namun implementasi seluruh modul *Human Capital Management* yang ada, belum terintegrasi satu sama lain. Risiko Implementasi HCM yang belum terintegrasi tersebut tentunya berdampak pada tidak tercapainya sasaran perusahaan. Sistem HRIS yang diintegrasikan ke ERP Tahun 2019 ini adalah Modul *Talent Management* dan *Succession planning.*	1. Sudah dilakukan tahap *Development* untuk modul *Talent Management* dan *Succession Planning;* 2. Penerapan *Training Need Analysis* di Divisi *Human Capital* sudah dilakukan.
	HCM implementation that has not been integrated	PT Jasa Raharja (Persero) is fully committed in developing the competency of its human resources. Human Capital Management (HCM) is one of the strategies designed by the Company to create competitive and sustainable company excellence through employee competency development. The risk of implementing HCM that has not been integrated can hamper the company in achieving its objectives . At this time, all modules have been completed. However, the implementation of all existing Human Capital Management modules has not yet been integrated with one another. The risk of HCM implementation that has not been integrated will certainly have an impact on not achieving the Company targets. The HRIS system which is integrated into ERP in 2019 is Talent Management and Succession planning module.	1. Management and Succession Planning modules; 2. Implementation of Training Need Analysis in the Human Capital Division has been carried out.

No	Jenis Risiko Type of Risk	Penjelasan Risiko Details of Risk	Mitigasi Risiko Risk Mitigation
9.	Pelayanan santunan korban di rumah sakit terkait biaya rawatan belum memenuhi standar	Dengan diberlakukannya PMK Nomor 15/PMK.010/2017 dan 16/PMK.010/2017, santunan biaya perawatan korban kecelakaan lalu lintas mengalami kenaikan sebesar 100% dari Rp10.000.000,00 menjadi Rp. 20.000.000,00. Kenaikan tersebut tidak disertai dengan Standar Biaya Rawatan yang sesuai. Meningkatnya jumlah korban yang mendapatkan santunan melalui *overbooking* rumah sakit merupakan suatu hal yang menggembirakan bagi perusahaan. Namun, ada hal yang perlu diwaspadai yaitu adanya kemungkinan kuitansi obat-obatan yang diajukan pihak rumah sakit tidak sesuai dengan perawatan yang diterima oleh korban kecelakaan, sehingga tentunya dapat menimbulkan kenaikan biaya rawatan yang signifikan dan adanya potensi memaksimalkan biaya rawatan.	1. Membuat kajian biaya rawatan lanjutan dalam rangka membentuk satuan biaya rawatan yang sesuai dengan variasi diagnosis kecelakaan lalu lintas; 2. Implementasi hasil kajian standarisasi biaya rawatan korban kecelakaan lalu lintas; 3. Membuat petunjuk teknis standar biaya rawatan.
	Services for victim compensation in hospitals related to care costs do not meet the standards	With the enactment of PMK No. 15/PMK.010/2017 and 16/PMK.010/2017, compensation for the treatment cost for victims of traffic accidents has increased by 100% from Rp10,000,000.00 to Rp. 20,000,000.00. This increase is not accompanied by an appropriate Standard of Treatment Costs. The increasing number of victims who received compensation through hospital overbooking is an encouraging matter for the company. However, there are things that need to be watched out for there are possibilities that medicine bills submitted by the hospitals are not in accordance with the treatment received by the accident victims, so that of course it can lead to a significant increase in the cost of care and the potential for maximizing the cost of care.	1. Prepare a Study of the Followup Care Cost in the Context of Establishing a Care Cost Unit in Accordance with Variations in the Diagnosis of Traffic Accidents; 2. Implementation of the study results of standardized care costs of traffic accident victims; 3. Prepare technical guidelines for standard care costs.
10.	Rendahnya *Brand Reputation* Jasa Raharja	Sebagai salah satu perusahaan yang mendapat amanat untuk menjalankan Undang–Undang, bagi kebanyakan orang mungkin *Brand Reputation* bukanlah hal penting. Namun tidak bagi Jasa Raharja, tingkat *Brand Reputation* masyarakat terhadap Jasa Raharja harus selalu ditingkatkan agar pelayanan perusahaan makin dirasakan dan citra perusahaan dikenal oleh masyarakat luas. Berdasar pada sejumlah pengamatan yang ada bahwa tingkat reputasi Jasa Raharja dari masyarakat (*brand reputation*) masih rendah. Hal ini terlihat pada respon masyarakat yang mengalami kecelakaan lalu lintas, masih banyak yang belum mengetahui prosedur pengajuan santunan di Jasa Raharja.	1. Melakukan sosialisasi dalam bentuk tayangan melalui media seperti youtube serta bekerja sama dengan pihak eksternal sebagai sarana komunikasi kepada publik; 2. Pemanfaatan *Brand Image* melalui aplikasi JRku; 3. Membuat Kajian *Rejuvenate Corporate Culture* dan *Corporate Rebranding*.
	Low Reputation of Jasa Raharja's Brand	As one of Companies that receives the mandate to implement the Law, for most people Brand Reputation is probably not important. But not for Jasa Raharja, the level of Brand Reputation from the public towards Jasa Raharja must always be improved so that company services are increasingly recognized and the company's image is admitted by the public at large. Based on a number of observations that the level of Jasa Raharja's brand reputation is still low. This can be seen from the response of the people who experience traffic accidents, there are still many who do not know the procedure for applying for compensation to Jasa Raharja.	1. Conduct socialization in the form of shows through media such as YouTube and work with external parties as a means of communication to the public 2. Utilize Brand Image through JRku application 3. Conduct Rejuvenate Corporate Culture and Corporate Re-Branding Studies;

TINGKAT MATURITAS

Asesmen Tingkat Maturitas Manajemen Risiko adalah asesmen yang dilakukan untuk mengetahui kematangan tingkat pengelolaan risiko Perseroan terhadap ketidakpastian yang dapat mempengaruhi pencapaian di masa mendatang. Asesmen Tingkat Maturitas Manajemen Risiko PT Jasa Raharja dilaksanakan dengan melakukan penilaian pada beberapa aspek sebagai berikut:

1. Menilai keselarasan penerapan prinsip-prinsip manajemen risiko ISO 31000 dalam praktik pengelolaan risiko;
2. Menilai efektivitas kerangka kerja manajemen risiko yang tersedia dalam mendukung penerapan manajemen risiko; dan
3. Menilai efektivitas dan efisiensi praktik pengelolaan risiko (proses manajemen risiko) di seluruh tingkatan organisasi yang ada di Jasa Raharja.

Metode yang digunakan dalam penilaian tingkat maturitas manajemen risiko yaitu dengan menggunakan survei persepsi dan survei observasi.

Hasil keseluruhan capaian tingkat maturitas manajemen risiko tahun 2019 sebesar 4,15 (*Managed*) capaian tersebut menunjukkan bahwa pendelegasian kewenangan dan integrasi manajemen risiko ke dalam proses bisnis di seluruh fungsi perusahaan telah berkembang dengan baik (*well-advanced*) dan sistem manajemen risiko mampu tanggap terhadap setiap perubahan, baik di eksternal maupun internal perusahaan. Agar pengelolaan risiko dapat bertumbuh maka dari hasil asesmen dapat diperoleh beberapa rekomendasi sebagai berikut:

1. Rekomendasi terkait prinsip pengelolaan risiko:
   a. Merumuskan indeks pengukuran efektivitas Manajemen Risiko secara *forward looking*
   b. Pengembangan *Key Risk Indicators* (KRI) yang terintegrasi dan pemodelan risiko secara kuantitatif
2. Rekomendasi terkait kerangka pengelolaan risiko:
   a. Mengembangkan proses analisis visi/misi dan *grand strategy* (termasuk *roadmap*) RJPP, model bisnis Perseroan dan analisis *stakeholder*
   b. Melaksanakan kajian risiko dan strategi mitigasi atas risiko yang bersifat disruptif dan menuangkannya ke dalam Laporan Profil Risiko dengan kategori risiko khusus ketahanan dan keberlanjutan bisnis
3. Rekomendasi terkait proses pengelolaan risiko:
   a. Menambahkan aspek kriteria dampak terkait *information security, cyber crime*, kepatuhan, likuiditas, dll pada Pedoman Manajemen Risiko
   b. Mengembangkan siklus dan aktivitas Manajemen Risiko dengan melibatkan pihak eksternal dalam proses *risk assessment* dan melakukan *pilot project* untuk pemangku kepentingan terpilih.

RISK MATURITY LEVEL

Risk Management Maturity Level Assessment is an assessment carried out to determine the maturity level of the Company's risk management against uncertainties that may affect future the Company's achievements. Assessment of Risk Management Maturity Level of PT Jasa Raharja is carried out by evaluating several aspects as follows:

1. Assess the alignment of the application of ISO 31000 risk management principles in risk management practices;
2. Assess the effectiveness of the available risk management framework in supporting the implementation of risk management; and
3. Assess the effectiveness and efficiency of risk management practices (risk management processes) at all levels of the organization at the Company.

The method used in assessing the risk management maturity level is by using perception survey and observation survey.

The overall result of the 2019 risk management maturity level was 4,15 (Managed) the achievement showed that delegation of authority and integration of risk management into business processes in all of the Company's functions were well-advanced and the risk management system was responsive to any changes, both from external factors and internal companies. In order to improve risk management, the assessment resulted in several recommendations as follows:

1. Recommendations regarding the risk management principles:
   a. Formulate an index of measuring the effectiveness of Risk Management in a forward looking manner
   b. Develop integrated Key Risk Indicators (KRI) and quantitative risk modeling
2. Recommendations regarding the risk management framework:
   a. Develop a vision/mission analysis process and grand strategy (including roadmap), the Company's Long-Term Plan (RJPP), business model and stakeholder analysis
   b. Carry out disruptive risk assessment and risk mitigation strategies and put them into the Risk Profile Report with specific risk categories for business resilience and sustainability.
3. Recommendations regarding the risk management process:
   a. Add aspects of the impact criteria related to information security, cybercrime, compliance, liquidity, etc. in the Risk Management Guidelines
   b. Develop a Risk Management cycle and activity by involving external parties in the risk assessment process and conducting a pilot project for selected stakeholders.

EVALUASI EFEKTIVITAS PENERAPAN MANAJEMEN RISIKO

Evaluasi Penerapan Manajemen Risiko secara rutin dan berkala selalu dilakukan oleh Divisi Manajemen Risiko dan Transformasi Perusahaan (Divisi MRTP), baik secara Pedoman maupun terkait dengan penerapan Manajemen Risiko di Kantor Pusat, Kantor Cabang dan Kantor Perwakilan. Beberapa evaluasi yang dilakukan dalam penerapan Manajemen Risiko di antaranya:

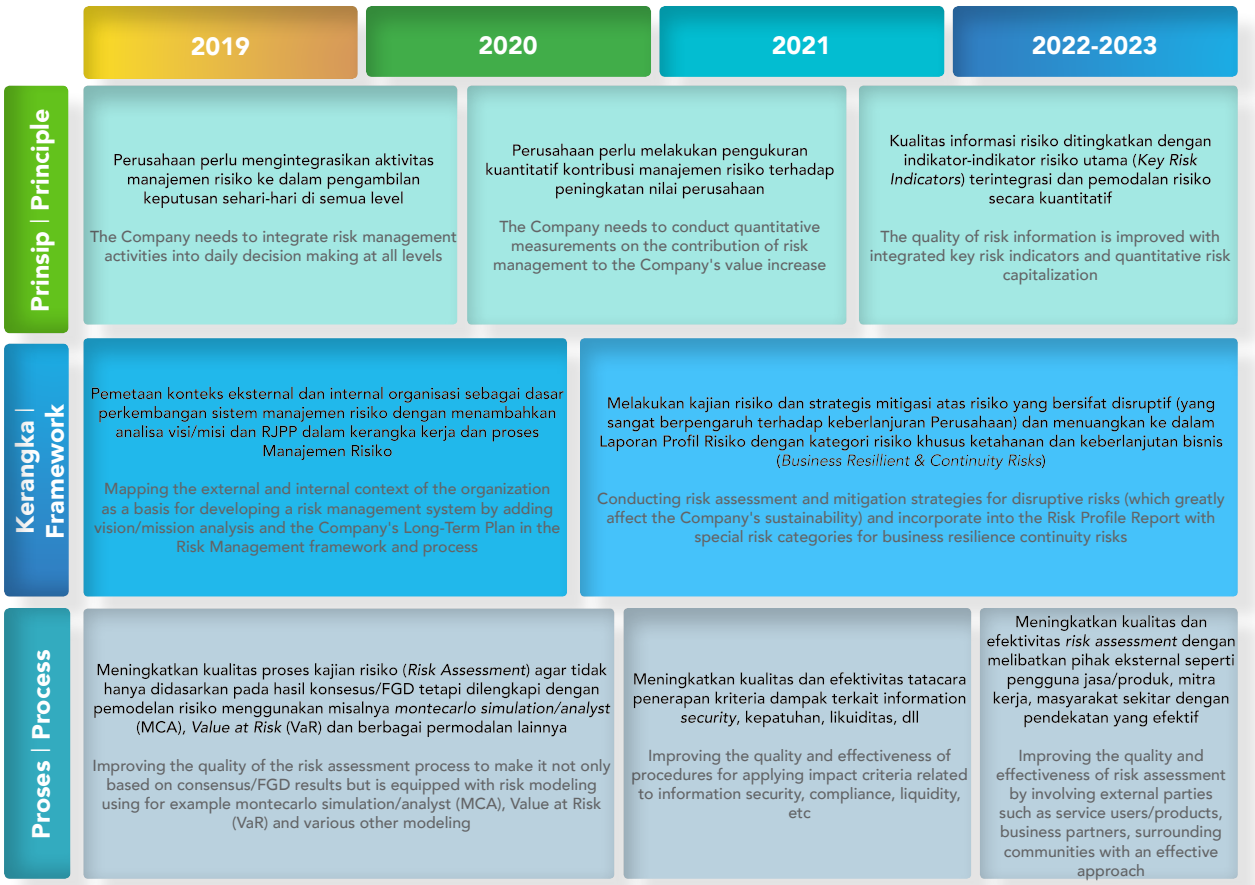
1. Melakukan evaluasi terhadap Pedoman Manajemen Risiko.
   Pedoman Manajemen Risiko saat ini yang digunakan merupakan Pedoman Manajemen Risiko yang disusun pada tahun 2014. Sejalan dengan perkembangan lingkungan Perseroan yang semakin dinamis yang dapat mempengaruhi proses serta risiko yang ada di dalamnya, maka dilakukan evaluasi terhadap Pedoman Manajemen Risiko yang disesuaikan dengan kondisi Perseroan saat ini. Evaluasi terhadap Pedoman Manajemen Risiko di antaranya dengan melakukan penyempurnaan terhadap proses teknik asesmen dalam manajemen risiko serta menambahkan *Business Continuity Management* (BCM) ke dalam Pedoman Manajemen Risiko.
2. Pengembangan Evaluasi Laporan Manajemen Risiko dari seluruh Unit Kerja
   Laporan Manajemen Risiko dari seluruh unit kerja dilakukan secara triwulanan. Laporan berupa *Risk Register* beserta penilaian risiko dan *evidence* mitigasi yang dilakukan akan dievaluasi oleh Divisi MRTP. Divisi MRTP menggunakan *tools* untuk melakukan evaluasi *risk register* tersebut dengan melakukan penilaian sistem skoring terhadap 13 kriteria yang ditetapkan. Dari hal tersebut dapat diketahui efektivitas daftar risiko beserta mitigasi yang dilakukan oleh unit kerja tersebut.
3. Membangun *Risk Culture* secara internal Perseroan
   Menerapkan Manajemen Risiko dalam setiap pedoman, SPO di seluruh unit kerja, di antaranya *Risk Based Key Performance Indicator* (KPI), *Risk Based Audit*, RKAP berbasis risiko.

EVALUATION OF RISK MANAGEMENT IMPLEMENTATION EFFECTIVENESS

Evaluation of the Implementation of Risk Management on a regular basis is always carried out by the Company's Risk Management and Corporate Transformation Division, both Guidelines and related to the implementation of Risk Management at the Head Office, Branch Offices and Representative Offices. Some evaluations carried out in the implementation of Risk Management include:

1. Evaluate the Guidelines for Risk Management.
   The current Guidelines for Risk Management Guidelines used are the Guidelines for Risk Management that was prepared in 2014. In line with the increasingly dynamic development of the Company's environment that may affect the processes and risks involved, an evaluation of the Guidelines for Risk Management is adjusted to the current condition of the Company. Evaluation of the Guidelines for Risk Management includes making improvements to the assessment engineering process in risk management and adding Business Continuity Management (BCM) to the Guidelines for Risk Management.
2. Development of Evaluation of Risk Management Reports from all Work Units Risk Management Reports from all work units are conducted quarterly. Reports in the form of Risk Register along with risk assessment and mitigation evidence conducted shall be evaluated by the Risk Management and Corporate Transformation Division. The division uses tools to evaluate the risk register by evaluating the scoring system against 13 established criteria. The effectiveness of the list of risks and mitigations carried out by the work unit can be seen based on this.
3. Building the Company's Risk Culture internally
   Implement Risk Management in every guideline, SPO in all work units, such as Risk Based Key Performance Indicators (KPI), Risk-Based Audit, risk-based Work Plan and Budget of the Company.

Roadmap Manajemen Risiko Jasa Raharja
Roadmap Jasa Raharja's Risk Management



SISTEM PENGENDALIAN INTERN

INTERNAL CONTROL SYSTEM (SPIN)

Sistem Pengendalian Internal merupakan suatu proses yang terintegrasi pada tindakan dan kegiatan yang dilaksanakan secara terus menerus oleh pimpinan dan pegawai guna memberikan keyakinan memadai atas tercapainya tujuan Perseroan. Sistem pengendalian internal pelaksanaannya diawali mulai dari perencanaan, pelaksanaan, pengawasan sampai dengan pertanggungjawaban secara tertib, terkendali, efisien dan efektif, sehingga dapat memberikan keyakinan bahwa penyelenggaraan kegiatan Perseroan telah dilakukan secara efisien dan efektif.

The Internal Control System (SPIn) is an integrated process of actions and activities carried out continuously by the leadership and employees in order to provide adequate confidence in the achievement of the Company's objectives. The implementation of the internal control system starts from planning, implementation, supervision to accountability in an orderly, controlled, efficient and effective manner, so as to provide confidence that the implementation of the Company's activities has been carried out efficiently and effectively.

DASAR HUKUM

1. Peraturan Pemerintah No.60 tahun 2008 sebagai pelaksanaan dari Pasal 58 ayat (2) Undang-Undang No. 1 Tahun 2004 tentang Perbendaharaan Negara, yang menjelaskan tentang Sistem Pengendalian Intern.
2. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri BUMN Nomor Per-01/ MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) pada Badan Usaha Milik Negara (BUMN).
3. Keputusan Bersama Dewan Komisaris dan Direksi Nomor: DK/02/SP/2017 dan Nomor: P/34/SP/2017 tentang Panduan (*Guidelines*) Untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

LEGAL BASIS

1. Government Regulation No. 60 of 2008 as the implementation of Article 58 paragraph (2) of Law No. 1 of 2004 concerning State Treasury, which describes about the Internal Control System.
2. Regulation of the Ministry of SOEs No. PER-09/MBU/2012, dated July 6, 2012, concerning Amendment to Regulation of the Ministry of State-Owned Enterprises No. 01/MBU/2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs.
3. Joint Decree of the Company's Board of Commissioners and Board of Directors No. DK/02/SP/2017; and No. P/34/SP/2017 concerning Guidelines to Support Implementation of Good Corporate Governance.

PEDOMAN KERJA SPIN

Perseroan memiliki pedoman yang dijadikan sebagai panduan yang mengatur tata tertib Sistem Pengendalian Intern Jasa Raharja agar dapat diahami dan dipatuhi oleh Insan Jasa Raharja demi menciptakan lingkungan pengendalian yang bersih dan mencegah terjadinya praktik korupsi, kolusi, dan nepotisme sehingga dapat meningkatkan efisiensi serta efektivitas operasional Perseroan.

Pedoman Sistem Pengendalian Intern (SPIn) antara lain berisikan:

BAB I PENDAHULUAN

1. Latar Belakang
2. Maksud, Tujuan dan Manfaat
3. Dasar Hukum
4. Pengertian Umum
5. Kebijakan Umum
6. Sistematika

WORK GUIDELINES OF SPIN

The Company has guidelines used as reference that governs the Company's Internal Control System to be understood and complied with by the Company's Employees in order to create a clean controlling environment and prevent the practice of corruption, collusion, and nepotism to improve operational efficiency and effectiveness of the Company.

Guidelines for Internal Control System (SPIn) among others covers:

CHAPTER I INTRODUCTION

1. Background
2. Purposes, Objectives, and Benefits
3. Legal Basis
4. Definition
5. General Policies
6. Systematics

BAB II IMPLEMENTASI PEDOMAN SISTEM PENGENDALIAN INTERN (SPIn)

1. Penerapan Sistem Pengendalian Intern (SPIn)
2. Kriteria Keberhasilan Penerapan Sistem Pengendalian Intern (SPIn)
3. Kesesuaian Kriteria
4. Tujuan Pedoman Sistem Pengendalian Intern (SPIn)
5. Ruang Lingkup Pedoman
6. Pernyataan Tanggung Jawab Penerapan Sistem Pengendalian Intern (SPIn)
7. Karakteristik Sistem Pengendalian Intern (SPIn)
8. *Control Self Assessment* Sistem Pengendalian Intern (SPIn)
9. Pelaporan Sistem Pengendalian Intern (SPIn)

BAB III EVALUASI PELAKSANAAN SISTEM PENGENDALAIAN INTERN (SPIn)

1. Lingkup Pelaporan Sistem Pengendalian Intern (SPIn)
2. Pemberkasan Laporan
3. Tindak Lanjut Laporan
4. Proses Tindak Lanjut
5. *Monitoring* Tindak Lanjut
6. Mekanisme Laporan
7. *Monitoring* Laporan
8. Proses *Monitoring*
9. Prosedur Pelaporan *Monitoring*
10. Signifikan untuk Tindakan
11. Aktivitas Pengendalian Internal

5 KOMPONEN SISTEM PENGENDALIAN INTERN

1. Lingkungan pengendalian intern dalam perusahaan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari:
   a. integritas, nilai etika dan kompetensi karyawan;
   b. filosofi dan gaya manajemen;
   c. cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya;
   d. pengorganisasian dan pengembangan sumber daya manusia;
   e. perhatian dan arahan yang dilakukan oleh Direksi.
2. Pengkajian terhadap pengelolaan risiko usaha (*risk assessment*), yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai pengelolaan risiko yang relevan.
3. Aktivitas pengendalian, yaitu tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan perusahaan pada setiap tingkat dan unit dalam struktur organisasi BUMN, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset perusahaan.
4. Sistem informasi dan komunikasi, yaitu suatu proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh BUMN.

CHAPTER II IMPLEMENTATION OF GUIDELINES FOR INTERNAL CONTROL SYSTEM (SPIn)

1. Implementation of Internal Control System (SPIn)
2. Success Criteria of Internal Control System (SPIn) Implementation
3. Conformity of Criteria
4. Objectives of Guidelines for Internal Control System (SPIn)
5. Scope of Guidelines
6. Statement of Responsibility for the Implementation of Internal Control System (SPIn)
7. Characteristics of Internal Control System (SPIn)
8. Control Self-Assessment of Internal Control System (SPIn)
9. Internal Control System (SPIn) Reporting

CHAPTER III EVALUATION OF INTERNAL CONTROL SYSTEM (SPIn) IMPLEMENTATION

1. Scope of Reporting of Internal Control System (SPIn)
2. Report Archiving
3. Follow-up of Report
4. Follow-up Process
5. Follow-up Monitoring
6. Report Mechanism
7. Report Monitoring
8. Monitoring Process
9. Procedure of Monitoring Report
10. Significance for Actions
11. Internal Control Activities

5 COMPONENTS OF INTERNAL CONTROL SYSTEM

1. The internal control environment in the Company is implemented in a disciplined and structured manner, which consists of:
   a. integrity, ethical values and employee competencies;
   b. management philosophy and style;
   c. the method taken by management in performing its authority and responsibilities;
   d. organizing and developing human resources;
   e. attention and directions given by the Directors.
2. Assessment of business risk management is a process for identifying, analyzing, evaluating relevant risk management.
3. Control of activities are actions taken in control process to the Company activities at each level and unit in the organizational structure of the SOEs, including regarding authority, authorization, verification, reconciliation, assessment of work performance, division of tasks, and security of the Company's assets.
4. Information and communication system are a process of presenting reports on operational, financial, and compliance with the provisions of laws and regulations by SOEs.

5. *Monitoring*, yaitu proses penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi BUMN, sehingga dapat dilaksanakan secara optimal.

5. Monitoring is the process of evaluating the quality of the internal control system, including the internal audit function at each level and unit in the SOE organizational structure to be implemented optimally.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DENGAN KERANGKA COSO

Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – *Internal Control Framework*);

COMPLIANCE OF THE INTERNAL CONTROL SYSTEM WITH THE COSO FRAMEWORK

Explanation of the compliance of the internal control system with an internationally recognized framework (COSO – Internal Control Framework);

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Lingkungan pengendalian	Lingkungan pengendalian adalah rangkaian standar, proses dan struktur yang menjadi dasar dalam pelaksanaan *Internal Control* di seluruh organisasi. Terdapat lima prinsip yang terkait dengan komponen ini yaitu: • Organisasi menunjukan komitmen terhadap integritas dan nilai-nilai etika. • *Board of Directors* menunjukkan independensi dari manajemen dan melaksanakan pengawasan terhadap pengembangan dan pelaksanaan *Internal Control*. • Dengan pengawasan *Board*, manajemen menetapkan struktur, bentuk pelaporan, tanggung jawab dan otoritas yang diperlukan dalam rangka pencapaian tujuan. • Organisasi menetapkan komitmen dalam menarik, mengembangkan, dan mempertahankan individu yang kompeten dalam rangka pencapaian tujuan. • Organisasi memegang individu yang bertanggung jawab dalam *Internal Control* dalam rangka pencapaian tujuan.	Penerapan komponen lingkungan pengendalian di Perusahaan adalah sebagai berikut: 1. Perseroan telah menetapkan standar perilaku yang dinyatakan secara tertulis dalam Kode Etik/Pedoman Perilaku (*Code of Conduct*), Pedoman Board Manual, Pedoman *Good Corporate Governance*, Pedoman Pengendalian Gratifikasi, Pedoman Kebijakan Laporan Hasil Kekayaan Penyelenggara Negara (LHKPN), Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*), Pedoman Benturan Kepentingan, Pedoman Kebijakan Pengendalian Informasi, Pedoman Pengendalian Kecurangan, Sistem Pengendalian Intern (SPIn) dan Pedoman Penundaan Transaksi Bisnis melalui Keputusan Bersama Dewan Komisaris dan Direksi Nomor DK/02/SP/2017 dan nomor P/34/SP/2017 tentang Panduan (*Gudelines*) untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). 2. Perseroan memiliki Pedoman *Board Manual* yang mengatur pola hubungan kerja Dewan Komisaris dan Direksi, larangan dan etika jabatan Dewan Komisaris dan Direksi, pelaksanaan rapat Dewan Komisaris dan rapat Direksi, program pengenalan dan pelatihan bagi Dewan Komisaris dan Direksi serta fungsi *check and balances* Dewan Komisaris dan Direksi. 3. Perseroan mengatur struktur organisasi melalui Keputusan Direksi Nomor Kep/218/2018 tanggal 13 November 2018 tentang Struktur Organisasi dan Pedoman Pendelegasian Wewenang Pengelolaan Administrasi dan Keuangan yang ditetapkan oleh Keputusan Direksi Nomor Kep/122/2017 tanggal 24 Juli 2017 tentang Pendelegasian Wewenang Pengelolaan Administrasi dan Keuangan. 4. Pengelolaan pola karier pegawai di Perseroan dilakukan berdasarkan Keputusan Direksi nomor KEP/289/2014 tanggal 31 Desember 2014 tentang Sistem Pola Karier Pegawai PT Jasa Raharja (Persero) dan secara berkala dilakukan penilaian kinerja pegawai, yang dilakukan setiap semester. Saat ini Perusahaan juga telah menerapkan penilaian kinerja pegawai berbasis Indikator Pencapaian Kinerja (IPK) individu dan kompetensi, sesuai dengan Surat Edaran Direksi Nomor P/SE/57/2017 tanggal 7 November 2017.

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Control environment	Control environment is a series of standards, processes and structures that form the basis for implementing Internal Control throughout the organization. There are five principles related to this component: • The organization shows a commitment to integrity and ethical values. • The Board of Directors demonstrates the independence of management and oversees the development and implementation of Internal Control. • With the supervision of the Board, management determines the structure, forms of reporting, responsibilities and authorities needed in order to achieve objectives. • The organization establishes commitments in attracting, developing, and maintaining competent individuals in order to achieve goals. • The organization holds individuals accountable for Internal Control achieve goals.	The implementation of control environment component in the Company is as follows: 1. The Company has determined the standard of behaviour in written as set out in the Code of Conduct, Board Manual Guidelines, Good Corporate Governance Guidelines, Gratification Control Guidelines, State Officials Asset Report (LHKPN) Policy Guidelines, Whistleblowing System Guidelines, Conflict of Interest Guidelines, Information Control Policy, Fraud Control Guidelines, Internal Control System, and Business Transaction Postponement Guidelines in accordance with Joint Decree of the Board of Commissioners and the Board of Directors No. DK/02/SP/2017 and P/34/SP/2017 concerning Guidelines to Support the Implementation of Good Corporate Governance. 2. The Company owns a Board Manual Guidelines that governs the work relationship scheme between the Board of Commissioners and board of Directors, prohibition and ethics of the role of Board of Directors and Board of Commissioners, execution of meeting of Board of Commissioners and meeting of Board of Directors, orientation and training program for the Board of Commissioners and Board of Directors and check and balance functions of the Board of Commissioners and Board of Directors. 3. The Company governs the organization structure through Decree of the Board of Directors No. Kep/218/2018 dated November 13, 2018 concerning Organization Structure and Guidelines of Authority Delegation of Administrative and Financial management as set out by Decree of the Board of Directors No. Kep/122/2017 dated July 24, 2017 concerning Authority Delegation of Administrative and Financial Management. 4. Management of employee career scheme in the Company is conducted pursuant to Decree of the Board of Directors No. KEP/289/2014 dated December 31, 2014 concerning Employee Career Scheme System of PT Jasa Raharja and employee performance evaluation is conducted regularly, i.e. once in every semester. Currently, the Company also has implemented employee performance evaluation based on individual and competency Key Performance Indicator (KPI), pursuant to Circular Letter of the Board of Directors No. P/SE/57/2017 dated November 7, 2017.

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Identifikasi, pengukuran dan penglolaan risiko	Penilaian risiko melibatkan proses yang dinamis dan berulang untuk mengidentifikasi dan menganalisis risiko untuk mencapai tujuan, serta membentuk dasar mengenai bagaimana risiko harus dikelola. Terdapat empat prinsip yang berkaitan dengan komponen ini yaitu: • Organisasi menentukan tujuan yang spesifik sehingga memungkinkan untuk dilakukan identifikasi dan penilaian risiko yang terkait dengan tujuan. • Organisasi mengidentifikasi risiko yang terkait dengan pencapaian tujuan di seluruh entitas dan menganalisis risiko untuk menjadi dasar bagaimana risiko akan diperlakukan. • Organisasi mempertimbangkan potensi *fraud* dalam penilaian risiko. • Organisasi mengidentifikasi dan menilai perubahan yang akan memengaruhi sistem pengendalian internal secara signifikan.	Penerapan komponen Idenifikasi, pengukuran dan penglolaan risiko di Perseroan adalah sebagai berikut: 1. Perseroan mempunyai mekanisme dan menjalankan penyusunan Rencana Jangka Panjang Perusahaan (RJPP) per lima tahunan, RJPP terkahir kali yang disusun adalah untuk periode tahun 2014 s.d. 2018. Selanjutnya akan ditetapkan RJPP untuk periode tahun 2019 s.d 2023. 2. Perseroan telah memiliki Pedoman Manajemen Risiko yang ditetapkan melalui Keputusan Direksi Nomor KEP/181/2015 tentang 17 September 2015 tentang Pedoman Manajemen Risiko dan telah menggunakan aplikasi Manajemen Risiko untuk melakukan proses identifikasi risiko, analisis risiko dan evaluasi risiko, yang ditetapkan melalui Keputusan Direksi nomor KEP/18/2017 tanggal 23 Januari 2017 tentang Penerapan Aplikasi Sistem Informasi Manajemen Risiko. 3. Perseroan secara umum telah mengidentifikasi risiko *fraud* yang ada, akan tetapi belum dilakukan secara optimal dan menyeluruh.
Risk identification, measurement and management	Risk assessment involves a dynamic and repetitive process for identifying and analyzing risks to achieve objectives, and forming a basis for how risk must be managed. There are four principles related to this component: • The organization sets specific objectives to make it possible to conduct risk identification and assessment related to the objectives. • The organization identifies the risks associated with achieving objectives in all entities and analyzes risks as a basis of how risks will be treated. • The organization considers the potential of fraud in risk assessment. • Organizations identify and assess changes that will significantly affect the internal control system.	Implementation of risk identification, measurement, and management component in the Company is as follows: 1. The Company owns a mechanism and implements the preparation of Corporate Long-Term Plan (RJPP) per five years, the latest RJPP compiled was for the period of 2014-2018. Then, RJPP for period 2019-2023 will be prepared. 2. The Company owns Risk Management Guidelines as decided by Decree of the Board of Directors No. KEP/181/2015 dated September 17, 2015 concerning Risk Management Guidelines and used Risk Management application to conduct the process of risk identification, analysis, and evaluation, as set out by Decree of the Board of Directors No. KEP/18/2017 dated January 23, 2017 concerning Implementation of Risk Management Information System Application. 3. The Company, in general, has identified existing fraud risk, but it has not been conducted optimally and extensively.
Aktivitas pengendalian	Aktivitas pengendalian merupakan tindakan yang ditetapkan dengan prosedur dan kebijakan untuk meyakinkan bahwa manajemen telah mengarah untuk memitigasi risiko dalam rangka pencapaian tujuan. Terdapat tiga prinsip dalam komponen ini yaitu: • Organisasi memilih dan mengembangkan aktivitas pengendalian yang berkontribusi terhadap mitigasi risiko sampai pada tingkat yang dapat diterima dalam rangka pencapaian tujuan. • Organisasi memilih dan mengembangkan aktivitas pengendalian secara umum terkait teknologi dalam rangka pencapaian tujuan. • Organisasi menyebarkan aktivitas pengendalian melalui kebijakan dan prosedur dalam pengimplementasiannya.	Perseroan telah menerapkan aplikasi untuk melakukan pekerjaan dan pemantauan transaksi operasional dan keuangan Perseroan, di antaranya: 1. Aplikasi DASI JR *online* Modul Pelayanan, Modul IWKBU, Modul IWKL, Modul IWPU dan Modul Sumbangan Wajib. 2. *Dashboard Monitoring* penerimaan Sumbangan Wajib Perusahaan. 3. Aplikasi *Enterprise Resource Plannning* (ERP) untuk transaksi keuangan Perseroan. 4. Aplikasi *Fund Management System* (FMS) untuk pengelolaan investasi Perseroan. 5. Aplikasi Program Kemitraan dan Bina Lingkungan (PKBL) *online*. 6. Aplikasi *E-Procurement* untuk proses pengadaan belanja modal dan belanja rutin. 7. Aplikasi resi elektronik (e-resi)

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Control activities	Control activities are actions determined by procedures and policies to ensure that management has led to mitigate risks to achieve objectives. There are three principles in this component: • The organization determines and develops control activities that contribute to mitigate risk up to an acceptable level to achieve goals. • The organization chooses and develops general control activities related to technology to achieve goals. • The organization disseminates control activities through policies and procedures in its implementation.	The Company has implemented applications to perform work and monitor the Company's operational and financial transactions, including: 1. DASI JR Application Online Service Modul, IWKBU Module, IWKL Module, IWPU Module, and Mandatory Contribution Module. 2. Monitoring Dashboard of Mandatory Contribution Income of the Company. 3. Enterprise Resource Planning (ERP) Application for Corporate Financial Transaction. 4. Fund Management System (FMS) Application for Corporate investment management. 5. Online Partnership and Community Development Program (PKBL) Application. 6. E-Procurement Application for capital expenditure and routine expenditure procurement process. 7. E-receipt application.
Sistem informasi dan komunikasi	Informasi diperlukan dalam rangka pelaksanaan tanggung jawab *Internal Control* nya dalam rangka pencapaian tujuan. Sedangkan komunikasi terjadi baik secara internal maupun eksternal dengan menyediakan informasi yang diperlukan dalam rangka pelaksanaan *Internal Control* sehari-hari. Terdapat tiga prinsip dalam komponen ini yaitu: • Organisasi memperoleh dan menggunakan informasi yang berkualitas dan relevan dalam rangka mendukung fungsi dari komponen lain dalam *Internal Control*. • Organisasi secara internal mengomunikasikan informasi, termasuk tujuan dan tanggung jawab *Internal Control* dalam rangka mendukung fungsi dari komponen lain dari *Internal Control*. • Organisasi berkomunikasi dengan pihak eksternal terkait hal yang mempengaruhi fungsi dari komponen lain dalam *Internal Control*.	Penerapan prinsip dalam komponen sistem Informasi dan komunikasi di Perseroan adalah sebagai berikut: 1. Perseroan telah mengolah informasi berdasarkan sumber data yang memadai dan relevan untuk mendukung jalannya pengendalian intern. Unit Kerja di Kantor Pusat memperoleh informasi mengenai pencapaian kinerja dari masing-masing Cabang melalui laporan operasional Cabang yang dikirimkan ke Kantor Pusat, kemudian informasi lain terkait dengan rekomendasi hasil audit SPI, masing-masing Unit Kerja (objek audit) dapat memperoleh informasi terkait dengan rekomendasi hasil pemeriksaan. Informasi-informasi tersebut digunakan atau dimanfaatkan oleh Unit Kerja untuk melakukan *Monitoring* berkelanjutan, penguatan pengendalian intern dan *continous improvement*. 2. Perseroan dalam mengomunikasikan informasi secara internal melalui surat edaran atau peraturan-peraturan yang terkait dengan kegiatan operasional diedarkan kepada setiap pegawai untuk diketahui dan dijadikan sebagai acuan dalam pelaksanaan kerja. Selain itu juga tersedia Saluran komunikasi antara unit kerja dan antara pegawai yaitu dengan Nota Dinas, Surat, SIAP-JR, *email outlook*. 3. Perseroan memiliki web perusahaan dengan alamat web www.jasaraharja.co.id, seluruh pegawai bahkan masyarakat umum dapat mengakses informasi *update* kegiatan Perseroan melalui web tersebut, web perusahan juga menyediakan informasi tentang profil Perseroan, sejarah Perseroan, Struktur Organisasi, informasi layanan Perseroan (lingkup jaminan dan prosedur pengajuan santunan dan premi), PKBL dan LSP Jasa Raharja, informasi tata kelola Perseroan. Selain itu Perseroan juga memiliki aplikasi *Whistleblowing System* berbasis web yang dapat digunakan Insan Jasa Raharja atau pihak eksternal Perseroan dapat melaporkan adanya indikasi tindak pelanggaran yang dilakukan.

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Information and communication system	Information is needed to to implement the Internal Control responsibilities to achieve objectives. On the other hand, communication occurs both internally and externally by providing information needed in implementing the daily Internal Control. There are three principles in this component: • The organization obtains and uses quality and relevant information to support functions of other components in Internal Control. • The organization internally communicates information, including the objectives and responsibilities of Internal Control in order to support the functions of other components of Internal Control. • Organizations communicate with external parties related to matters that affect the function of other components in Internal Control.	Implementation of information and communication system component principles in the Company is as follows: 1. The Company has processed information based on sufficient and relevant data sources to support the running of internal control. The Work Unit in Head Office obtained information concerning performance achievement of each Branch through Branch Operational Report submitted to the Head Office, and other information concerning recommendation of Audit Results of IAU, each Work Unit (audit object) may obtain the information concerning the recommendation from the evaluation result. Such information may be used or leveraged by the Work Unit to conduct further monitoring, internal control strengthening, and continuous improvement. 2. The Company communicates the information internally through Circular Letter or Regulations concerning regulations of operational activities to be circulated to all employee and to be made as reference in carrying out duties. Moreover, communication channel is provided across work unit and employees, i.e. Official Notes, Letter, SIAP-JR, and outlook email. 3. The Company owns a corporate website, i.e. www.jasaraharja.co.id, all employees and public can access updated information of activities of the Company in the website, and the website also provides information concerning profile of the Company, history of the Company, organization structure, information of service of the Company (scope of insurance and procedure of compensation and premium proposal. In addition, the Company also owns a web-based whistleblowing system application that can be used by Jasa Raharja employees or external parties to report indication of violation within the Company.
Monitoring	Evaluasi berkelanjutan, terpisah, atau kombinasi keduanya untuk memastikan seluruh komponen *Internal Control* ada dan berfungsi. Terdapat dua prinsip dalam komponen ini yaitu: • Organisasi memilih, mengembangkan, dan melaksanakan evaluasi berkelanjutan dan/atau terpisah untuk memastikan seluruh komponen *Internal Control* yang ada dan berfungsi. • Organisasi mengevaluasi dan mengomunikasikan defisiensi *Internal Control* pada pihak yang bertanggung jawab agar diambil tindakan korektif.	Penerapan prinsip dalam komponen *monitoring* di Perseroan adalah sebagai berikut: 1. Perseroan menjalankan fungsi pengawasan melalui Satuan Pengawasan Intern yang mengacu kepada Standar Praktik Profesional Audit Internal yang diterbitkan oleh The Institute of Internal Auditors tahun 2012 dan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Perseroan juga diperiksa oleh auditor eksternal yakni Kantor Akuntan Publik, Otoritas Jasa Keuangan (OJK) dan Badan Pemeriksa Keuangan (BPK). 2. Seluruh Laporan Hasil Audit SPI telah dilaporkan oleh Kepala SPI kepada Direktur Utama dan disampaikan juga kepada Dewan Komisaris melalui Komite Audit. Selain itu Laporan juga disampaikan kepada Divisi Manajemen Risiko & Transformasi Perseroan sebagai hasil evaluasi atas efektivitas pengendalian risiko yang dilakukan oleh *risk taking unit*.

Komponen Pengendalian Internal Versi COSO Internal Control System Component COSO Version	**Penjelasan** Explanation	**Penerapan di Jasa Raharja** Implementation in the Company
Monitoring	Continuous evaluation, separate, or a combination of both to ensure all Internal Control components exist and function. There are two principles in this component: • The organization determines, develops, and conducts ongoing and/or separate evaluations to ensure all Internal Control components exist and function. • The organization evaluates and communicates Internal Control deficiencies to those responsible for corrective action.	Implementation of monitoring component principles in the Company is as follows: 1. The Company carries out the monitoring function through Internal Audit Unit that refers to Internal Audit Professional Practice Standards issued by the Institute of Internal Auditors in 2012 and Regulation of Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance. The Company is also audited by external auditor, i.e. Public Accounting Firm (KAP), Financial Service Authority (OJK), and Audit Board of Indonesian (BPK). 2. All Reports of Audit Results of IAU have been reported by the Head of IAU to the President Director and submitted to the Board of Commissioners as well through Audit Committee. In addition, the Report is also submitted to Risk Management and Corporate Transformation Division as an evaluation result of risk control effectiveness performed by risk taking unit.

EVALUASI EFEKTIVITAS PENGENDALIAN INTERNAL

Evaluasi Efektivitas Pengendalian Internal

Perseroan telah memiliki kebijakan sistem pengendalian internal berdasarkan Keputusan Direksi nomor KEP/149/2016 tanggal 10 Agustus 2016 tanggal 10 Agustus 2016 tentang Standar Prosedur Operasional Satuan Pengawasan Intern Buku Pedoman Evaluasi Pengendalian Intern yang mencakup unsur-unsur sebagai berikut:

1. Lingkungan Internal;
2. Penetepan Tujuan;
3. Identifikasi Risiko;
4. Penilaian Risiko;
5. Mitigasi Risiko;
6. Aktivitas Pengendalian;
7. Informasi & Komunikasi;
8. Pengawasan.

Evaluasi Sistem Pengendalian Internal selama tahun 2020 telah dilakukan di seluruh Cabang dan Divisi bersamaan dengan kegiatan audit rutin.

EVALUATION ON INTERNAL CONTROL EFFECTIVENES

Evaluation of the Effectiveness of Internal Control

The Company has an internal control system policy based on the Decree of the Board of Directors no. KEP/149/2016 dated August 10, 2016 dated August 10, 2016 concerning Standard Operating Procedures for Internal Control Units Manual for Evaluation of Internal Controls which includes the following elements:

1. Internal Environment;
2. Goal Setting;
3. Risk Identification;
4. Risk Assessment;
5. Risk Mitigation;
6. Control Activities;
7. Information & Communication;
8. Supervision.

Evaluation of the Internal Control System during 2020 has been carried out in all Branches and Divisions along with routine audit activities.

Hasil evaluasi menunjukkan bahwa secara umum sistem pengendalian intern sudah memadai dan efektif dalam mengendalikan operasional Perseroan dengan persentase pemenuhan pengendalian 88,90%. Hasil evaluasi pengendalian intern dapat diuraikan sebagai berikut:

The evaluation results show that in general the system internal control is adequate and effective in controlling the Company's operations by percentage fulfillment of control 88.90%. Control evaluation results internal can be described as follows:

No.	Unsur Pengendalian Control Element	% Pemenuhan Pengendalian % Control Fulfillment	Kesimpulan Conclusion
1	Lingkup Internal Internal Scope	88,87	Memadai Adequate
2	Penetapan Tujuan Goal Setting	92,28	Memadai Adequate
3	Identifikasi Risiko Risk Identification	84,29	Memadai Adequate
4	Penilaian Risiko Risk Assessment	88,04	Memadai Adequate
5	Mitigasi Risiko Risk Mitigation	87,80	Memadai Adequate
6	Aktivitas Pengendalian Control Activities	83,80	Memadai Adequate
7	Informasi dan Komunikasi Information and Communication	93,87	Memadai Adequate
8	Pengawasan Supervision	92,28	Memadai Adequate
% Rata-Rata Pemenuhan Lingkup Pengendalian % Average Scope of Control Compliance		88,90	Memadai Adequate

PERKARA HUKUM
LEGAL CASES

Pada tahun 2020, Jasa Raharja menghadapi 1 (satu) kasus hukum berupa perkara perdata, dengan rincian sebagai berikut:

In 2020, Jasa Raharja was involved in 1 (one) legal case in the form of a civil case, with details as follows:

No	No. Register Perkara/Putusan Case Register/ Court Decision Numbers	Pokok Permasalahan Subject-Matter	Posisi Case Positions	Kerugian Loss	
				Material Material Loss	Immaterial Non-Material Loss
	(Nomor Register Perkara/Nomor Putusan di setiap tingkat peradilan) (Case Register Number/Court Decision Number at each judicial level)	(Para Pihak, Objek Perkara, Pokok Gugatan, Pokok Jawaban) Parties in Dispute, The Object, The Lawsuit, and The Defence	(Posisi berdasarkan putusan di setiap tingkat peradilan) (Position based on decisions at each level of the judiciary)	(Nilai kerugian materiil berdasarkan gugatan/putusan terakhir) (The value of the material loss based on the final lawsuit/ decision)	(Nilai kerugian immateriil berdasarkan gugatan/putusan terakhir) (The value of the non-material loss based on the final lawsuit/ decision)
1	Perkara No.466/ Pdt.G/2020/PN Jkt.Sel Case number No.466/ Pdt.G/2020/PN Jkt.Sel	1. Para Pihak: a. Penggugat: PT Indocyber Global Teknologi melalui kuasa hukumnya Priyo Koesdarmadi, S.H., S.E., M.H., M. Reza Ginandjar, S.H., M.H., dkk pada Trust & Trust Counsellor and Attorney at Law b. Tergugat: PT Sinar Surya Teknologi, Turut Tergugat I: PT Benderang Visi Teknologi, Turut Tergugat II: PT Jasa Raharja 2. Objek Perkara: Gugatan wanprestasi 3. Pokok Gugatan: Penggugat mengklaim bahwa Tergugat tidak menyelesaikan kewajiban pembayaran Termin ke-2 dan ke-3 atas pengadaan Jasa Konsultan IT pada Turut Tergugat II sesuai jangka waktu yang telah ditnetukan dalam Nota Kesepahaman. 4. Pokok Jawaban: Turut Tergugat II sama sekali tidak memiliki hubungan hukum dengan Penggugat dalam perkara *a quo*. Adapun pekerjaan yang didalilkan Penggugat adalah terkait pekerjaan Pengadaan Pengembangan *Middleware* dan *Content Management*, di mana sesuai dengan hasil lelang yang diselenggarakan oleh Turut Tergugat II, telah ditentukan pemenang lelang adalah Tergugat. Sehingga hubungan hukum dalam pelaksanaan pekerjaan tersebut hanya antara Turut Tergugat II dan Tergugat.	- Perkara di PN Jakarta Selatan - Majelis Hakim dalam putusannya menyatakan gugatan Para Penggugat tidak dapat diterima pada tanggal 22 Februari 2021. Case in South Jakarta District Court - on February 22, 2021, The Panel of Judges in their decision stated that the Plaintiffs' claim was unacceptable.	-	-

No	No. Register Perkara/Putusan Case Register/ Court Decision Numbers	Pokok Permasalahan Subject-Matter	Posisi Case Positions	Kerugian Loss	
				Material Material Loss	Immaterial Non-Material Loss
		1. Parties in Dispute: a. Plaintiff: PT Indocyber Global Teknologi through its attorney Priyo Koesdarmadi, S.H., S.E., M.H., M. Reza Ginandjar, S.H., M.H., et. al. from Trust & Trust Counselor and Attorney at Law b. Defendant: PT Sinar Surya Teknologi, Co-Defendant I: PT Banderang Visi Teknologi, Co-Defendant II: PT Jasa Raharja 2. The Object: Breach of Contract 3. The Lawsuit: The Plaintiff claims that the Defendants did not settle the 2nd and 3rd term payment obligations for the procurement of IT Consultant Services to the Co- Defendant II in accordance with the time period specified in the Memorandum of Understanding. 4. The Defence: Co-Defendant II has absolutely no legal relationship with Plaintiff in the a quo case. The job argued by Plaintiff is related to the work of Procurement of Middleware Development and Content Management, in which in accordance with the results of the auction held by Co-Defendant II, it has been determined that the winner of the auction is the Defendant. Therefore, the legal relationship in the execution of the job was only between the Co-Defendant II and the Defendant.			

SANKSI ADMINISTRATIF
ADMINISTRATIVE SANCTIONS

Pada tahun 2020, Perseroan memperoleh 1 (satu) sanksi administratif dari regulator terkait pelanggaran administratif, yaitu:

In 2020, the Company received 1 (one) administrative sanction from the regulator regarding administrative violations, namely:

No	Sanksi Sanction	Pokok Pelanggaran Administrasi Principal Administrative Violation	Regulator Regulator
1	Sanksi Peringatan Pertama berdasarkan surat Nomor S-596/NB.21/2020 tanggal 10 September 2020 First Warning based on letter Number S-596/NB.21/2020 dated September 10, 2020	Melanggar ketentuan Pasal 19 ayat (2) Peraturan Otoritas Jasa Keuangan nomor 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian yang mengatur bahwa paling sedikit separuh dari jumlah anggota Dewan Komisaris perusahaan asuransi merupakan Komisaris Independen. Violating the provisions of Article 19 paragraph (2) of the Financial Services Authority Regulation number 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies which stipulates that at least half of the members of the Board of Commissioners of insurance companies are Independent Commissioners.	Otoritas Jasa Keuangan Financial Services Authority

AKSES INFORMASI DAN DATA PERUSAHAAN
ACCESS TO THE COMPANY'S INFORMATION AND DATA

Komitmen PT Jasa Raharja dalam menerapkan aspek transparansi sebagai salah satu prinsip Tata Kelola Perusahaan yang Baik dengan menyediakan situs www.jasaraharja.co.id. yang menyediakan informasi dan data Perseroan bagi pemangku kepentingan dan masyarakat luas secara terbuka terkait dengan tanggung jawab produk dan jasa yang diberikan kepada pelanggan, informasi produk, saran, jumlah dan penanggulangan atas pengaduan konsumen.

PT Jasa Raharja's commitment in implementing the transparency aspect as one of the principles of good corporate governance is shown by providing the Company's website www.jasaraharja.co.id, which provides the Company's information and data for stakeholders and the general public related to product and service responsibilities to customers, product information, suggestion, number and handling of consumer complaints.

Selain informasi melalui *website* yang tersaji dalam Bahasa Indonesia dan Bahasa Inggris , PT Jasa Raharja juga memudahkan masyarakat mendapatkan informasi terakhir melalui media sosial, *media gathering, media conference*, media cetak, media televisi dan *press conference*, kemudian ada juga nomor-nomor penting yang dapat digunakan langsung oleh masyarakat yaitu *Contact Center* (1500020), Telepon (021-5203454), SMS (0812 10500500), *Fax* (021-5220284).

Other than the information sharing through the Company's website, both in Indonesian and English language, PT Jasa Raharja also facilitates the public to get the latest information through social media, gathering media, conference media, press media, television, and press conference. In addition, there are also several important phone numbers that can be used directly by the public, i.e. Contact Center (1500020) Phone (021 5203454), SMS (0812 10500500), and Fax (021-5220284).

Kemudahan akses informasi dan data Perseroan juga diberikan kepada para Insan Jasa Raharja, agar seluruh pegawai selalu ter-*update* dengan segala pembaharuan dan keefektifan komunikasi antar pegawai yang dapat membangun solidaritas antar pegawai. Beberapa sarana yang disediakan oleh Perseroan antara lain adanya Portal PT Jasa Raharja, *Email*, Surat Edaran, *News Letter*, Forum Komunikasi dan Forum Strategis, serta MOP Jasa Raharja (aplikasi tata persuratan Perseroan secara elektronik yang bertujuan mengurangi biaya penggunaan kertas dan beberapa alat-alat kantor lainnya yang berhubungan dengan proses manual).

The easy access to information and data of the Company is also provided to all of the Company's personnel to enable them in getting updated with any news and effective communication among the employees, which may develop solidarity among employees. Some facilities provided by the Company include Portal of PT Jasa Raharja, Email, Circulation Letter, Newsletter, Communication Forum and Strategic Forum, and MOP Jasa Raharja (application of Corporate Electronic Letter that aims to reduce the costs of paper and other office supplies related to manual process).

KODE ETIK
CODE OF CONDUCT

PT Jasa Raharja telah memiliki Pedoman Kode Etik yang mengatur mengenai etika kerja dan etika bisnis Pegawai sebagai upaya mempengaruhi, membentuk dan mengatur tingkah laku agar dapat mencapai tujuan yang sesuai dengan visi dan misi untuk menjadi sebuah Perseroan Badan Usaha Milik Negara yang terkemuka dalam bidang asuransi yang memenuhi kebutuhan masyarakat.

As a commitment of the Company in implementing Good Corporate Governance, the Company has guidelines for Code of Conduct that governs the work ethics and business ethics of the Employees as an effort to influence, develop, and control behavior in order to align with the vision and missions to be an excellent State-Owned Company in insurance that fulfills the needs of the public.

PEDOMAN KODE ETIK

Perseroan menyusun Pedoman Perilaku berdasarkan nilai-nilai luhur yang berkembang di lingkungan Perseroan dan diyakini mempunyai pengaruh yang positif untuk menciptakan suasana yang kondusif untuk pencapaian visi, misi dan budaya Perseroan. Pedoman Perilaku (*Code of Conduct*) ini terdiri dari 3 (tiga) bagian dan 5 (lima) lampiran yaitu:

1. Bagian I : Pendahuluan
2. Bagian II : Pengertian Umum
3. Bagian III : Etika Bisnis
4. Bagian IV : Mekanisme Penegakan Pedoman Perilaku
5. Bagian V : Pelaporan Pelanggaran dan Sanksi

GUIDELINES FOR CODE OF CONDUCT

The Company prepares a Code of Conduct based on the noble values that have developed within the Company and are believed to have a positive influence in creating a conducive atmosphere for the achievement of the Company's vision, mission and culture. This Code of Conduct consists of 3 (three) parts and 5 (five) attachments, namely:

1. Part I : Introduction
2. Part II: General Understanding
3. Part III : Business Ethics
4. Part IV : Code of Conduct Enforcement Mechanism
5. Part V: Reporting Violations and Sanctions

TUJUAN KODE ETIK

Pedoman Kode Etik yang dimiliki oleh Perseroan disusun untuk dijadikan acuan berperilaku bagi segenap pihak yang berhubungan dengan Jasa Raharja yang sejalan dengan visi, misi dan nilai budaya yang diharapkan, antara lain mencakup:

1. Etika Bisnis
   Merupakan tekad dari seluruh Insan Jasa Raharja untuk berperilaku terbaik dalam berinteraksi dengan pelanggan, pemerintah dan sesama manusia serta sebagai perwujudan nilai-nilai yang telah menyatu dalam Perseroan.
2. Etika yang Terkait dengan *Stakeholders*
   a. Etika kepada Pegawai
   b. Etika kepada Pelanggan
   c. Etika kepada Mitra Kerja
   d. Etika kepada Pemerintah
   e. Etika kepada Masyarakat

OBJECTIVES OF CODE OF CONDUCT

The Company's Code of Conduct is compiled and used as reference of behavior for all parties related to PT Jasa Raharja in line with the Company's vision, missions, and cultural values expected, among others covering:

1. Business Ethics
   Refers to the intention of all of the Company's personnel to conduct the best manner in the interaction with customer, government, and other people and as the realization of values that has been internalized within the Company.
2. Ethics Related to Stakeholders
   a. Ethics to Employees
   b. Ethics to Customers
   c. Ethics to Work Partners
   d. Ethics to the Government
   e. Ethics to the Public

PELAPORAN PELANGGARAN

1. Insan Jasa Raharja berkewajiban melaporkan setiap indikasi terjadinya perilaku yang melanggar Pedoman Perilaku kepada Satuan Pengawasan Intern, atau unit kerja yang ditugaskan khusus untuk maksud tersebut.
2. Perseroan berkewajiban menjaga kerahasiaan pelapor dan memberikan penghargaan kepada pelapor sesuai ketentuan yang berlaku, apabila pelanggaran yang dilaporkan memang benar terjadi.

VIOLATION REPORTING

1. The Company's personnel shall report all indications of violations against the Code of Conduct to Internal Audit Unit, or work unit specifically appointed for such matters.

2. The Company shall maintain the confidentiality of the reporter and reward the reporter based on the applicable regulations, if the reported violations really occurred.

3. Perseroan memberikan sanksi kepada pelapor yang terbukti laporannya berupa fitnah dan melakukan rehabilitasi kepada terlapor.
4. Perseroan berkewajiban menyusun Sistem Pelaporan Pelanggaran sebagai sarana untuk menyampaikan laporan pelanggaran, yang antara lain memuat:
   a. Tingkat kepatuhan terhadap Pedoman Perilaku.
   b. Upaya-upaya peningkatan kualitas pelaksanaan Pedoman Perilaku.
   c. Permasalahan yang dihadapi, pelanggaran yang terjadi berikut sanksi yang diberikan.

MEKANISME PENANGANAN ATAS LAPORAN PELANGGARAN PEDOMAN PERILAKU

Laporan atas penanganan Pedoman Perilaku akan ditangani sebagai berikut:

1. Satuan Pengawasan Intern yang mengawas penerapan *Good Corporate Governance*, berlandaskan laporan yang diterima melakukan identifikasi masalah, mengumpulkan informasi tambahan yang relevan serta merahasiakan identitas pelapor.
2. Hasil analisis tersebut dilaporkan kepada Direksi untuk diproses lebih lanjut sesuai mekanisme yang berlaku.

PENANGANAN PERMASALAHAN ATAS PELAKSANAAN PERILAKU

Dalam hal ini timbul permasalahan atas pelaksanaan pedoman Perilaku oleh Insan Jasa Raharja, pengaturan penangananya adalah sebagai berikut:

1. Apabila ditemui pelanggaran Pedoman Perilaku di Lingkungan Perusahaan, setiap Insan Jasa Raharja berkewajiban untuk segara melaporkan secara tertulis dengan menyebutkan identitas pelapor kepada pejabat yang ditunjuk untuk memonitor penerapan *Good Corporate Governance*.
2. Permasalahan perilaku Dewan Komisaris dan Direksi, penanganannya dilakukan oleh Pemegang Saham, dan jika ada pelanggaran yang perlu dikenakan sanksi menjadi kewenangan Rapat Umum Pemegang Saham.
3. Permasalahan Pedoman Perilaku dalam hubungannya dengan masyarakat, penanganannya dilakukan oleh atas langsung secara berjenjang sesuai mekanisme yang berlaku.
4. Pelanggaran Pedoman Perilaku dalam hubungannya dengan masyarakat, penanganannya tetap mengacu kepada ketentuan kepegawaian yang berlaku dalam Perseroan.
5. Pejabat yang ditunjuk untuk memonitor penerpan *Good Corporate Governance* berkewajiban untuk merespon dengan segara setiap pertanyaan, pemberitahuan, dan laporan yang diterimanya secara proporsional.

3. The Company shall sanction the reporter whose reports is slander and conduct rehabilitation of the reported.
4. The Company shall set out Whistleblowing System as a channel to submit report of violation, among others covering:
   a. Level of compliance to the Code of Conduct;
   b. Efforts of quality improvement in Code of Conduct Implementation;
   c. Issues faced, violation occurred, and the sanction given.

HANDLING MECHANISM OF VIOLATIONS AGAINST THE CODE OF CONDUCT

Reports on Handling of Code of Conduct will be conducted as follows:

1. Internal Audit Unit that oversees the implementation of Good Corporate Governance, based on the received report, shall conduct identification of issues, collect additional relevant information, and hide the identity of reporters.
2. The analysis results shall be reported to the Board of Directors to be processed based on the applicable mechanism.

ISSUE HANDLING OF CODE OF CONDUCT IMPLEMENTATION

In the event that issues arise due to the implementation of Code of Conduct by the Company's personnel, the handling is conducted as follows:

1. If it is found that there is violation against the Code of Conduct within the Company, all of the Company's personnel shall report in writing as soon as possible by mentioning the identity of reporter to the appointed officers that oversee Good Corporate Governance Implementation;
2. Issues on the conduct of Board of Commissioners and Board of Directors shall be handled by the Shareholder, if the violation can be sanctioned, it would be the authority of the General Meeting of Shareholder.
3. Issues on Code of Conduct in relation to the public are handled by direct supervisor based on the level in accordance with the applicable mechanism.
4. Violation against Code of Conduct in relation to the public is handled in accordance with the employment terms applicable in the Company.
5. Officers appointed to oversee Good Corporate Governance implementation must respond as soon as possible to any questions, notifications, and reports, which have been received proportionally.

SANKSI

1. Jika melalui penyelidikan terbukti Insan Jasa Raharja yang dilaporkan melakukan pelanggaran, maka sanksi akan diberikan sesuai dengan peraturan perusahaan atau ketentuan yang berlaku.
2. Jika pelanggaran dilakukan oleh pegawai Perseroan, maka Direksi berwenang menetapkan sanksi berdasarkan Peraturan Perseroan.
3. Jika pelanggaran dilakukan oleh anggota Direksi, maka Dewan Komisaris berwenang menetapkan sanksi sesuai dengan ketentuan yang berlaku.

SANCTION OF VIOLATIONS AGAINST THE CODE OF CONDUCT

1. If the investigation proves that the reported personnel of the Company conducted violation, sanction shall be given based on the Company's regulations or the applicable provisions.
2. If the violation is conducted by an Employee of the Company, the Board of Directors has the right to determine the sanction based on the Company's Regulations.
3. If the violation is conducted by a member of Board of Directors, the Board of Commissioners has the right to determine the sanction based on the applicable provision.

PENYEBARLUASAN DAN SOSIALISASI KODE ETIK

Dalam melaksanakan sosialisasi secara efektif dan menyeluruh Perseroan memperhatikan beberapa hal sebagai berikut:

1. Melakukan sosialisasi Kode Etik kepada seluruh jajaran Perseroan, pelanggan dan mitra kerja secara berkala melalui penyebaran Buku Kode Etik Perseroan, penandatanganan pernyataan tahunan oleh Dewan Komisaris, Direksi, seluruh karyawan dan rekanan.
2. Melakukan evaluasi atas pencapaian atau pemahaman kepada jajaran manajemen Perseroan, baik pada masa orientasi maupun masa bekerja.
3. Pengkajian secara berkala butir-butir aturan Kode Etik dalam rangka pengembangan Kode Etik lebih lanjut.

DISSEMINATION AND SOCIALIZATION OF THE CODE OF CONDUCT

In order to carry out the dissemination effectively and comprehensively, the Company conducted several steps as follows:

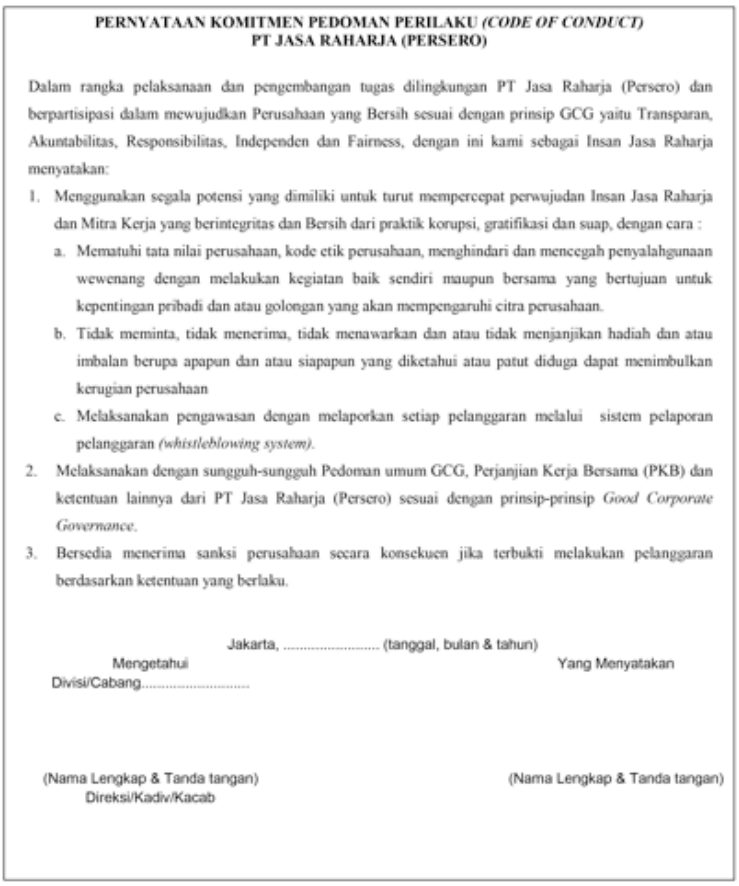
1. Disseminate Code of Conduct to everyone in the Company, customers, and business partners regularly through the dissemination of Code of Conduct Book, signing of the annual statement by Board of Commissioners, Board of Directors, all employees, and partners.
2. Evaluate the achievement or understanding to all managers in the Company, both during orientation program and when conducting duties.
3. Review regularly the points of Code of Conduct in order to further develop the Code of Conduct.

KOMITMEN TERHADAP PEDOMAN PERILAKU

Sebagai perwujudan dari kepatuhan dan kepatutan terhadap pedoman perilaku (*Code of Conduct*), maka setiap Insan Jasa Raharja menandatangani komitmen untuk memenuhi Pedoman Perilaku sebagaimana terlampir:

COMMITMENT TO THE CODE OF CONDUCT

In order to realize compliance and appropriateness of the Code of Conduct, all personnel of the Company sign the commitment to fulfill the Code of Conduct as attached:



PERNYATAAN KOMITMEN PEDOMAN PERILAKU *(CODE OF CONDUCT)*
PT JASA RAHARJA (PERSERO)

Dalam rangka pelaksanaan dan pengembangan tugas dilingkungan PT Jasa Raharja (Persero) dan berpartisipasi dalam mewujudkan Perusahaan yang Bersih sesuai dengan prinsip GCG yaitu Transparan, Akuntabilitas, Responsibilitas, Independen dan Fairness, dengan ini kami sebagai Insan Jasa Raharja menyatakan:

1. Menggunakan segala potensi yang dimiliki untuk turut mempercepat perwujudan Insan Jasa Raharja dan Mitra Kerja yang berintegritas dan Bersih dari praktik korupsi, gratifikasi dan suap, dengan cara :
   a. Mematuhi tata nilai perusahaan, kode etik perusahaan, menghindari dan mencegah penyalahgunaan wewenang dengan melakukan kegiatan baik sendiri maupun bersama yang bertujuan untuk kepentingan pribadi dan atau golongan yang akan mempengaruhi citra perusahaan.
   b. Tidak meminta, tidak menerima, tidak menawarkan dan atau tidak menjanjikan hadiah dan atau imbalan berupa apapun dan atau siapapun yang diketahui atau patut diduga dapat menimbulkan kerugian perusahaan
   c. Melaksanakan pengawasan dengan melaporkan setiap pelanggaran melalui sistem pelaporan pelanggaran *(whistleblowing system)*.
2. Melaksanakan dengan sungguh-sungguh Pedoman umum GCG, Perjanjian Kerja Bersama (PKB) dan ketentuan lainnya dari PT Jasa Raharja (Persero) sesuai dengan prinsip-prinsip *Good Corporate Governance*.
3. Bersedia menerima sanksi perusahaan secara konsekuen jika terbukti melakukan pelanggaran berdasarkan ketentuan yang berlaku.

Jakarta, ... (tanggal, bulan & tahun)

Mengetahui
Divisi/Cabang.....

Yang Menyatakan

(Nama Lengkap & Tanda tangan)
Direksi/Kadiv/Kacab

(Nama Lengkap & Tanda tangan)

PELANGGARAN KODE ETIK TAHUN 2020

Sepanjang tahun 2020 terdapat 17 kasus pelanggaran kode etik yang dilakukan oleh Insan Jasa Raharja. Atas pelanggaran tersebut, Perseroan telah memberikan sanksi hukuman sebagai berikut:

NUMBER OF CODE OF CONDUCT VIOLATIONS IN 2020

Throughout 2020 there were 17 cases of violations of the code of ethics committed by Jasa Raharja personnel. For these violations, the Company has imposed the following penalties:

Jenis Hukuman Type of Punishment	**Jumlah** Total
Ringan Light	16
Sedang Currently	1
Berat Heavy	0
Total Total	17

SISTEM PELAPORAN PELANGGARAN

WHISTLEBLOWING SYSTEM

Kebijakan Pengaduan Pelanggaran merupakan sistem yang dapat dijadikan media bagi saksi pelapor untuk menyampaikan informasi mengenai tindakan pelanggaran yang diindikasi terjadi di dalam suatu perusahaan.

DASAR HUKUM

1. Undang-Undang Nomor 28 Tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme.
2. Undang-Undang Nomor 31 Tahun 1999, sebagaimana telah diubah dengan UU No. 20 tahun 2001 tentang Pemberantasan Tindak Pidana Korupsi.
3. Undang-Undang Nomor 15 Tahun 2002 jo Undang-Undang Nomor 25 Tahun 2003 tentang Tindak Pidana Pencucian Uang.
4. Undang-Undang Nomor 13 Tahun 2006 tentang Perlindungan Saksi dan Korban
5. Peraturan Pemerintah Nomor 57 Tahun 2003 tentang Tata Cara Perlindungan Khusus bagi Pelapor dan Saksi Tindak Pidana Pencucian Uang.
6. Peraturan Menteri Negara BUMN Nomor PER-10/MBU/2012 juncto Nomor: PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

PEDOMAN SISTEM PELAPORAN PELANGGARAN

Penerapan Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*) selain berfungsi secara efisien untuk menghasilkan kinerja dan memberikan nilai ekonomi jangka panjang bagi Perseroan, juga diharapkan dapat menunjang upaya perusahaan menciptakan Insan Jasa Raharja yang bersih dan berwibawa. Perseroan telah menyusun Pedoman Sistem Pelaporan Pelanggaran yang disahkan melalui Keputusan Bersama Dewan Komisaris dan Direksi No. DK/02/SP/2017 dan No. P/34/SP/2017 tentang Panduan (*Guidelines*) Untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Pedoman Pengendalian Gratifikasi adalah naskah acuan utama bagi seluruh Insan Jasa Raharja dalam menerapkan prinsip dan praktik GCG. Pedoman Pengendalian Gratifikasi ini terdiri dari 3 (tiga) bagian, yaitu:

1. Bagian I: Pendahuluan
2. Bagian II: Implementasi Sistem Pelaporan Pelanggaran
3. Bagian III: Evaluasi dan Sosialisasi

The Whistleblowing Policy is a system that can be used as a medium for reporting witnesses to convey information regarding violations that are indicated to have occurred within a company.

LEGAL BASIS

1. Law No. 28 of 1999 concerning State Governance that is Clean and Free of Corruption, Collusion, and Nepotism;
2. Law No. 31 of 1999 as amended by Law No. 20 of 2001 concerning Eradication of Corruption.
3. Law No. 15 of 2002 jo Law No. 25 of 2003 concerning Money Laundering;
4. Law No. 13 of 2006 concerning Witness and Victim Protection
5. Government Regulation No. 57 Year 2003 concerning Special Protection Procedures for Reporter and Witnesses of Money Laundering.
6. Regulation of the Minister of State-Owned Enterprises Number PER-10/MBU/2012 in conjunction with Number: PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

GUIDELINES FOR WHISTLEBLOWING SYSTEM

The implementation of the Whistleblowing System Guidelines, in addition to functioning efficiently to generate performance and provide long-term economic value for the company, is also expected to support the Company's efforts to create clean and authoritative Jasa Raharja Personnel. The Company has compiled Guidelines for the Whistleblowing System which was ratified in The Company has compiled a Violation Reporting System Manual which has been ratified through a Decree of the Board of Directors No. DK/02/SP/2017 and No. P/34/SP/2017 concerning Guidelines for Support Implementation of Good Corporate Governance (Good Corporate governance).

The Gratification Control Guidelines are the main reference text for all Jasa Raharja Personnel in implementing GCG principles and practices. The Gratification Control Guidelines consist of 3 (three) parts, namely:

1. Part I: Introduction
2. Part II: Implementation of Whistleblowing System
3. Part III: Evaluation and Dissemination

PIHAK YANG MENGELOLA PELAPORAN PELANGGARAN

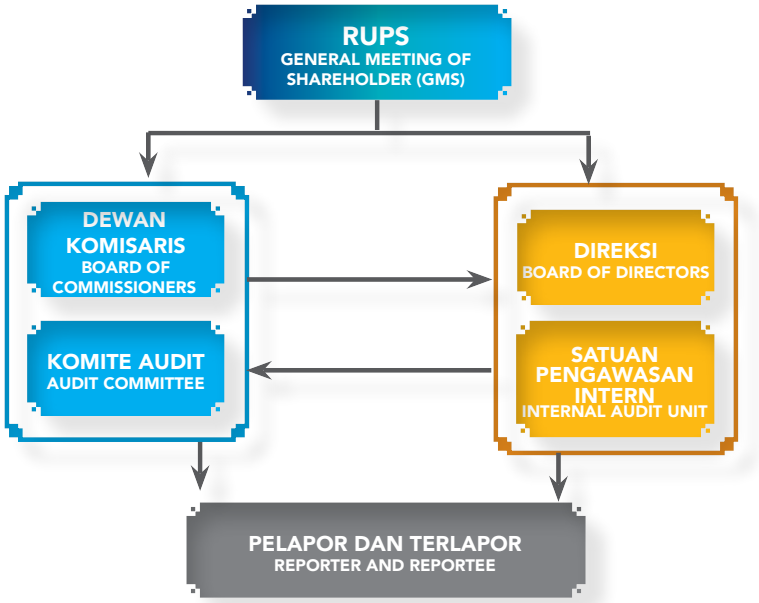
Dalam Struktur Pengelola Sistem Pelaporan Pelanggaran, diatur tugas dan tanggung jawab sebagai berikut:

1. Dewan Komisaris, tugas dan tanggung jawab Dewan Komisaris dalam penerapan Sistem Pelaporan Pelanggaran, meliputi:
   a. Melakukan pengawasan dan penasihatan atas pelaksanaan Sistem Pelaporan Pelanggaran.
   b. Memastikan bahwa laporan pelanggaran terlapor Direksi sudah ditindaklanjuti.
   c. Memberikan pengarahan kepada Direksi atas penerapan Sistem Pelaporan Pelanggaran.
   d. Memberikan saran/rekomendasi tindak lanjut laporan pengaduan dugaan pelanggaran kepada Menteri Negara BUMN.
2. Komite Audit, tugas dan tanggung jawab Komite Audit dalam penerapan Sistem Pelaporan Pelanggaran, meliputi:
   a. Melakukan penelaahan atas pengaduan yang berkaitan dengan terlapor Direksi.
   b. Melaksanakan pemeriksaan terhadap pelanggaran terlapor Direksi.
   c. Menyampaikan laporan hasil pemeriksaan kepada Dewan Komisaris.
   d. Melaksanakan administrasi dan laporan atas kegiatan yang terkait dengan Sistem Pelaporan Pelanggaran.
   e. Membuat laporan posisi tindak lanjut laporan pengaduan kepada Dewan Komisaris.
3. Direksi, tugas dan tanggung jawab Direksi dalam penerapan Sistem Pelaporan Pelanggaran, meliputi:
   a. Memastikan telah dilaksanakannya Sistem Pelaporan Pelanggaran secara efektif.
   b. Memastikan bahwa laporan pelanggaran terlapor karyawan sudah ditindaklanjuti.
   c. Mendorong untuk dilaksanakan sosialisasi berkelanjutan terhadap Sistem Pelaporan Pelanggaran.
   d. Menjamin identitas pelapor dan memberikan perlindungan kepada saksi dan pelapor.
4. Satuan Pengawasan Intern, tugas dan tanggung jawab Satuan Pengawasan Intern dalam penerapan Sistem Pelaporan Pelanggaran, meliputi:
   a. Menerima perintah dari Direktur Utama untuk melaksanakan investigasi dan pemeriksaan terlapor karyawan.
   b. Melakukan investigasi dan mengumpulkan bukti-bukti serta melakukan pemeriksaan terhadap substansi pelanggaran yang dilaporkan.
   c. Menyampaikan laporan hasil pemeriksaan kepada Direktur Utama.
   d. Mengusulkan kepada Direktur Utama untuk memberikan penghargaan bagi pelapor atas laporan pelanggaran yang terbukti kebenarannya.
   e. Mengusulkan kepada Direktur Utama untuk memberikan sanksi bagi pelapor atas laporan pelanggaran yang tidak terbukti kebenarannya.
   f. Melaksanakan administrasi dan laporan atas kegiatan yang terkait dengan Sistem Pelaporan Pelanggaran.
   g. Membuat laporan posisi tindak lanjut laporan pengaduan kepada Direktur Utama.

PARTIES RESPONSIBLE FOR WHISTLEBLOWING SYSTEM

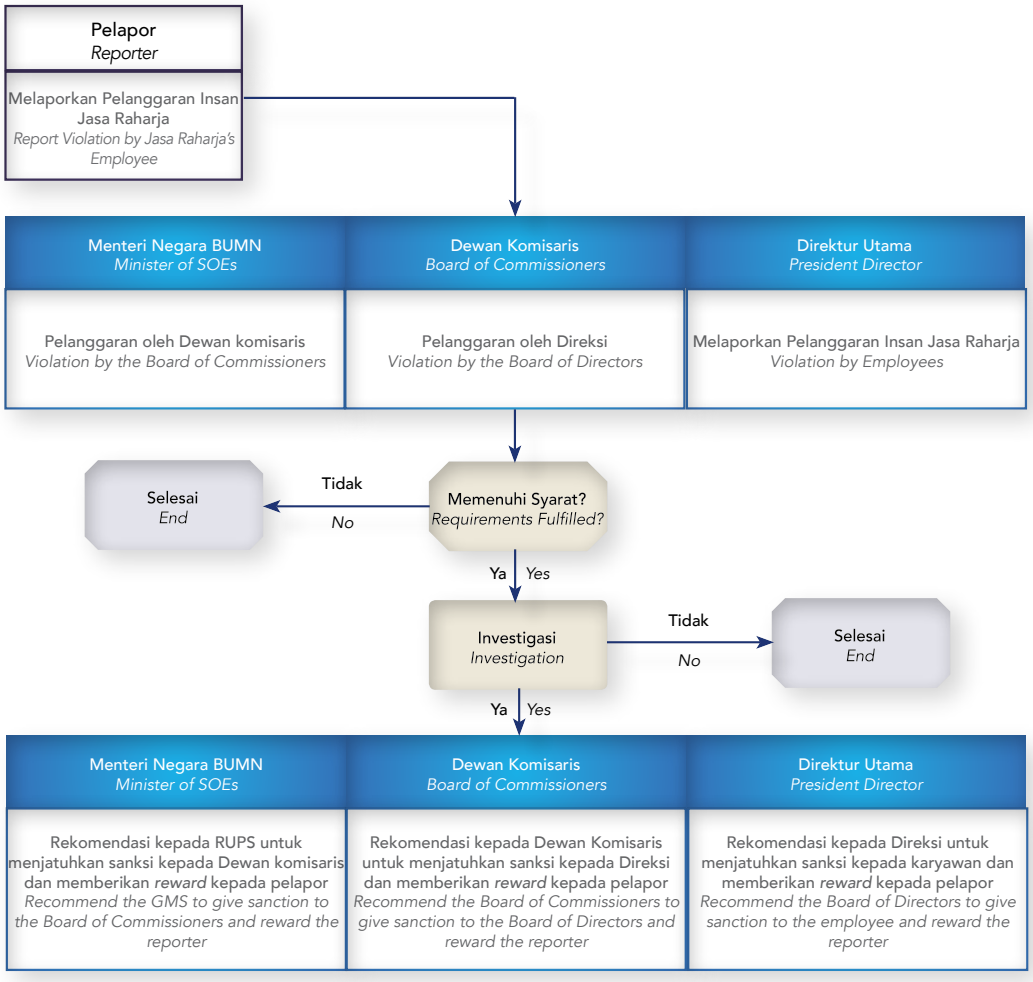
In the Whistleblowing System Management Structure, the roles and responsibilities are set forth as follows:

1. Board of Commissioners, the roles and responsibilities of the Board of Commissioners in Whistleblowing System Implementation include:
   a. Monitoring and advising the implementation of Whistleblowing System.
   b. Ensuring that the violation report to the Board of Directors has been followed up.
   c. Providing guidance to the Board of Directors of Whistleblowing System Implementation.
   d. Providing suggestion/recommendation to followup the suspected violation report to the Minister of State-Owned Enterprises.
2. Audit Committee, the roles and responsibilities of the Audit Committee in Whistleblowing System Implementation include:
   a. Reviewing reports related to reported Directors.
   b. Investigating violations of reported Directors;
   c. Submitting investigation report to Board of Commissioners;
   d. Administrating and reporting the activities related to Whistleblowing System;
   e. Preparing report in terms of follow up position for the complaint report to the Board of Commissioners.
3. Board of Directors, the roles and responsibilities of the Board of Directors in Whistleblowing System Implementation include:
   a. Ensuring effective implementation of Whistleblowing System;
   b. Ensuring that violation report of reported employee has been followed up.
   c. Encouraging continuous dissemination of Whistleblowing System;
   d. Ensuring identity of reporter and providing protection to witnesses and reporter.
4. Internal Audit Unit, the roles and responsibilities of Internal Audit Unit in Whistleblowing System Implementation include:
   a. Receiving order from the President Director to conduct investigation to reported employee.
   b. Investigating and collecting proofs as well as checking the substance of violation reported.
   c. Delivering investigation report to the President Director.
   d. Suggesting the President Director to reward the reporter for validity of report to the President Director.
   e. Suggesting the President Director to give sanction to the reporter for false report.
   f. Administrating and reporting activities related to Whistleblowing System.
   g. Creating report on follow-up position of the violation report to the President Director.



MEKANISME PELAPORAN

REPORTING MECHANISM



1. Pelapor menyampaikan dugaan pelanggaran oleh Insan Jasa Raharja atau terlapor melalui saluran pelaporan yang telah ditetapkan oleh Perseroan.

1. Reporter submits suspicion of violation by the Company's personnel or reported through the reporting channel as established by the Company.

2. Satuan Pengawasan Intern menerima dan menyeleksi pengaduan yang diterima dan melaporkan kepada Direktur Utama.
3. Pelapor dapat menyampaikan dugaan pelanggaran dalam hal terlapor adalah Direksi kepada Dewan Komisaris.

4. Direktur Utama menetapkan terlapor dan menindaklanjuti laporan pelanggaran kepada:
   a. Pemegang Saham apabila terlapor Dewan Komisaris.
   b. Dewan Komisaris apabila terlapor Direksi.

   c. Satuan Pengawasan Intern apabila terlapor karyawan.

5. Pemegang Saham dan Dewan Komisaris menindaklanjuti laporan pelanggaran sesuai dengan kewenangan masing-masing.
6. Satuan Pengawasan Intern melaksanakan investigasi apabila terlapor karyawan.
   a. Melakukan *interview* kepada pelapor dan memastikan kecukupan bukti untuk ditindaklanjuti.
   b. Melakukan pemeriksaan kepada terlapor dan menyampaikan laporan hasil pemeriksaan kepada Direktur Utama.
   c. Direktur Utama dan/atau Direksi menindaklanjuti laporan hasil pemeriksaan Satuan Pengawasan Intern.
7. Satuan Pengawasan Intern membuat laporan posisi tindak lanjut pelanggaran Karyawan kepada Direktur Utama yang meliputi antara lain jumlah pengaduan, saluran pelaporan yang digunakan oleh pelapor dan tindak lanjut yang telah dilaksanakan.

SALURAN PELAPORAN PELANGGARAN

Perseroan menyediakan fasilitas saluran laporan pelanggaran melalui:
1. Telepon *Direct*: 021-29410831
2. SMS: 081280267333
3. *Facsimile*: 021-5220287
4. *E-mail*: wbs@jasaraharja.co.id

PERLINDUNGAN BAGI *WHISTLEBLOWER*

1. Perseroan memiliki komitmen yang jelas dan tidak memihak untuk mendukung dan melindungi semua pelapor yang menginformasikan kejadian pelanggaran yang terjadi di perusahaan. Pelapor mendapatkan perlindungan antara lain:
   a. Identitas Pelapor dijamin kerahasiannya oleh Perseroan.

   b. Perseroan menjamin perlindungan terhadap Pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama Pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak manapun.
   c. Perlindungan terhadap Pelapor juga berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/ penyingkapan tersebut.

2. Internal Audit Unit receives and selects the report received and report to President Director.
3. Reporter may submit the suspicion of violation to the Board of Commissioner if the reported is member of the Board of Directors.
4. President Director decides the reported and follow up the violation report to:
   a. Shareholders if the reported is the Board of Commissioners.
   b. Board of Commissioners if the reported is the Board of Directors.
   c. Internal Audit Unit if the reported is an employee of the Company.
5. Shareholder and Board of Commissioners follow up the violation report according to their authority.

6. Internal Audit Unit investigates the employee If reported is an employee.
   a. Interviewing reporter and ensuring there is sufficient evidence to be followed up.
   b. Investigating the reported and delivering the investigation report to President Director.
   c. President Director and/or Board of Directors follow up the investigation report from Internal Audit Unit.
7. Internal Audit Unit creates a report of follow up position for Employee violation to the Board of Directors, covering the number of complaints, channel of complaints used by reporter, and follow-up actions conducted.

WHISTLEBLOWING CHANNEL

The Company provides numerous facilities to report violation as follows:
1. Direct Call: 021-29410831
2. SMS: 081280267333
3. Facsimile: 021-522-0287
4. Email: wbs@jasaraharja.co.id

PROTECTION FOR WHISTLEBLOWER

1. The Company has clear and fair commitment to support and protect all reporters who inform the violation occurred within the Company. The reporter gains protection as follows:

   a. Confidentiality of their identity is guaranteed by the Company.
   b. The Company ensures protection of the Reporter from all forms of threat, intimidation, or unpleasant acts from any parties as long as Reporter maintains the violation confidentiality from any parties.

   c. Protection to Reporters is also applicable to the party that conducts the investigation and parties that give information related to the complaints/disclosure.

2. Perlindungan dan jaminan kerahasiaan tidak diberikan kepada Pelapor yang terbukti melakukan pelaporan palsu dan/atau fitnah. Apabila hasil investigasi menyimpulkan dan dapat dibuktikan bahwa pelaporan yang disampaikan mengandung laporan palsu, fitnah, tanpa dasar yang jelas, maka Pelapor dapat digugat balik atau dikenai sanksi sesuai dengan peraturan perundang-undangan atau peraturan internal perusahaan.
3. Apabila hasil investigasi menyimpulkan dan dapat dibuktikan bahwa pelaporan yang disampaikan oleh Pelapor mengandung kebenaran dan dapat mengembalikan uang/aset Perseroan, maka Perseroan memberikan penghargaan/*reward* kepada Pelapor sesuai dengan peraturan internal Perseroan.
4. Jika laporan yang disampaikan tidak terbukti, maka pengelola sistem pelaporan pelanggaran akan mengenakan sanksi kepada pelapor.

2. Protection and confidentiality guarantee are not given to Reporter who is proven to deliver false report and/or slander. If the investigation result concludes and can be proven that the reported case contains false reports, is slander, or has no clear evidence, the Reporter can be sued or charged according to the prevailing law or internal regulations of the Company.
3. If the investigation concludes and proves that the report submitted by the Reporter is true and may return money/assets of the Company, the Company shall give rewards to the Reporting according to internal regulation of the Company.
4. If the report is failed to be proven, therefore whistleblowing system managers will give sanction to the reporter.

PELANGGARAN DAN SANKSI

Pelanggaran

1. Setiap sikap, perilaku, tindakan Insan Jasa Raharja yang tidak sesuai dengan ketentuan yang berlaku dan norma-norma etika merupakan pelanggaran.
2. Setiap Pengelola Sistem Pelaporan Pelanggaran yang tidak melaksanakan tugas dengan baik dan tidak menindaklanjuti laporan pelanggaran merupakan pelanggaran.
3. Terhadap pelanggaran Insan Jasa Raharja yang diduga mengandung unsur melawan hukum, tindak pidana atau pelanggaran perdata dapat diteruskan kepada lembaga yang berwenang menangani sesuai dengan ketentuan perundang-undangan.

Sanksi kepada Insan Jasa Raharja

1. Sikap, perilaku, tindakan dan ucapan Insan Jasa Raharja yang tidak sesuai dengan ketentuan yang berlaku dan norma-norma etika dikenakan sanksi moral dan administratif.
2. Sanksi moral dapat ditetapkan oleh pengelola sistem pelaporan pelanggaran.
3. Sanksi administratif sebagaimana ditetapkan dalam Perjanjian Kerja Bersama antara Perseroan dengan Serikat Pekerja Jasa Raharja.

VIOLATIONS AND SANCTIONS

Violations

1. Every manner, behavior, and action of the Company's personnel that does not conform to the prevailing regulations and ethical norms is considered as violation.
2. Every Whistleblowing System Manager who does not fulfill their duties well and fails to follow up violation report is considered as violation.
3. Any violation of the Company's personnel that is suspected to be against the law, criminal code, or civil code, may be carried out to the authorized institution based on the prevailing laws and regulations.

Sanctions to the Company's Personnel

1. Manner, behavior, action, and words that do not conform to the prevailing regulations and ethical norms will be given moral and administrative sanction.
2. Moral sanction can be determined by Whistleblowing System Managers.
3. Administrative Sanction is given as determined in the Collective Labor Agreement between the Company and Labor Union of Jasa Raharja.

SOSIALISASI WBS

Dalam rangka mempersempit rentang perbedaan pemahaman setiap individu terhadap penerapan pedoman sistem pelaporan pelanggaran di perusahaan, maka perusahaan secara berkelanjutan melaksanakan sosialisasi kepada pihak internal dan eksternal, dengan ketentuan:

1. Pemahaman terhadap sistem pelaporan pelanggaran harus dijadikan acuan oleh Insan Jasa Raharja maupun oleh seluruh Pemangku Kepentingan. Pemahaman sistem pelaporan pelanggaran diperlukan oleh perusahaan untuk meningkatkan capain kinerja yang lebih baik secara terus menerus dengan tetap memperhatikan kepentingan pihak-pihak yang terkait.

WBS DISSEMINATION

In order to minimize the gap of understanding of each individual in the implementation of whistleblowing system guidelines, the Company continuously conducts dissemination to internal and external parties with provisions as follows:

1. Understanding of whistleblowing system must become the reference of the Company's personnel and all Stakeholders. The understanding of whistleblowing system is required by the Company to improve performance achievement continuously while maintaining to consider the related parties.

2. Bagi pihak internal, sosialisasi diarahkan untuk meningkatkan pemahaman serta menumbuhkan kesadaran dan komitmen Insan Jasa Raharja untuk melaporkan apabila diketahui terdapat indikasi maupun potensi penyimpangan dan pelanggaran di lingkungan perusahaan.
3. Bagi pihak eksternal, sosialisasi diarahkan untuk memberikan pemahaman tentang sistem pelaporan pelanggaran yang ditetapkan oleh perusahaan, sehingga terwujud proses bisnis yang sehat serta terbebaskan aktivitas perusahaan dari kegiatan-kegiatan yang dapat merugikan perusahaan.
4. Sosialisasi yang berkelanjutan dilakukan untuk memudahkan dan memastikan bahwa seluruh Insan Jasa Raharja maupun pihak lain mengetahui adanya Sistem Pelaporan Pelanggaran.

2. For internal parties, dissemination aims to improve understanding and create awareness and commitment of the Company's personnel to report if they are aware of an indication or potential of deviation or violation within the Company.
3. For external parties, dissemination aims to provide understanding about whistleblowing system as established by the Company, so that healthy business process can be realized and activities of the Company can be free of any actions that might cause loss to the Company.
4. Continuous dissemination is conducted to ease and ensure that all of the Company's personnel and other parties are aware of Whistleblowing System.

JUMLAH PENGADUAN DAN PROSES PENGADUAN

Sepanjang tahun 2020, terdapat 5 laporan pengaduan yang masuk ke aplikasi *Whistleblowing System* (WBS). Dari ke-5 laporan yang masuk, 2 laporan telah ditindaklanjuti sampai dengan selesai, 2 laporan tidak ditindaklanjuti disebabkan bukan merupakan ruang lingkup WBS dan 1 (satu) Laporan dalam proses tindak lanjut.

NUMBER OF COMPLAINTS AND COMPLAINTS PROCESS

Throughout 2020, there have been 5 reports of complaintscentered into the Whistleblowing System (WBS) application. From the 5 reports submitted, 2 reports have been followed up to completion, 2 reports were not followed up because they were not within the scope of the WBS and 1 (one) report was in the follow-up process.

ANTIKORUPSI DAN GRATIFIKASI

ANTI CORRUPTION AND GRATIFICATION

Perseroan telah menyusun pedoman yang mengatur mengenai tindakan gratifikasi. Gratifikasi merupakan suatu kondisi yang dapat mempengaruhi pertimbangan pribadi dan/atau dapat menyingkirkan profesionalisme dan integritas Insan Jasa Raharja dalam melaksanakan tugas, sehingga akan berimplikasi pada pencapaian kinerja dan citra perusahaan dalam jangka panjang.

Company has drawn up guidelines that govern gratification. Gratification is a condition that can affect personal judgment and/or can get rid of professionalism and integrity of the Company's personnel in performing their duties, which will have implications for the achievement of the Company's performance and image in the long term.

KATEGORI GRATIFIKASI

Gratifikasi memiliki bentuk yang sangat beraneka ragam, tetapi secara umum gratifikasi tersebut dapat dikategorikan sebagai berikut:

1. Gratifikasi yang wajib dilaporkan
2. Gratifikasi yang tidak wajib dilaporkan
3. Gratifikasi yang terkait dengan kedinasan

GRATIFICATION CATEGORY

Gratification is a very diverse form, but in general the gratification can be categorized as follows:

1. Gratification that must be reported
2. Gratuities that are not required to be reported
3. Gratuities related to duties

UNIT PENGENDALI GRATIFIKASI

UPG merupakan unit fungsional yang memiliki fungsi pengawasan dan pembinaan terkait dengan pengendalian gratifikasi di Perseroan, yang diketuai oleh Kepala Biro Hukum dan Kepatuhan.

GRATIFICATION CONTROL UNIT

Gratification Control Unit (UPG) is a functional unit with the function of monitoring and advisory relating to gratification control in the Company, led by the Head of Legal and Compliance Bureau.

STRUKTUR ORGANISASI UNIT PENGENDALI GRATIFIKASI

Struktur Organisasi Struktur Unit Pengendalian Gratifikasi (UPG) Jasa Raharja adalah sebagai berikut:

Pembina Advisory	:	Direktur Utama President Director
Ketua Chairman	:	Kepala Biro Hukum dan Kepatuhan Head of Legal and Compliance Bureau
Sekretaris Sekretaris	:	Kepala Bagian Kepatuhan Head of Compliance Division
Anggota Member	:	• Kepala Satuan Pengawasan Intern • Kepala Bagian Bantuan Hukum • Staf/Pelaksana Administrasi Biro Hukum dan Kepatuhan • Head of Internal Audit Unit • Head of Legal Assistance Division • Staff/Admionistrator of Legal and Compliance Bureau

ORGANIZATION STRUCTURE OF GRATIFICATION CONTROL UNIT

Organization Structure of Gratification Control Unit (UPG) of PT Jasa Raharja is as follows:

TUGAS DAN KEWENANGAN UNIT PENGENDALI GRATIFIKASI

1. Melakukan sosialisasi pengendalian gratifikasi.
2. Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi.
3. Melakukan identifikasi/kajian atas titik rawan atau potensi gratifikasi.
4. Mengusulkan kebijakan pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahan korupsi di lingkungan Perseroan;
5. Menerima laporan gratifikasi dari pihak internal dan mengkoordinasikannya dengan KPK.
6. Melakukan konfirmasi kepada penerima dan/atau pihak ketiga lainnya terkait laporan gratifikasi, jika diperlukan.
7. Melakukan koordinasi dan konsultasi baik lisan maupun tertulis dengan KPK terkait pelaksanaan pengendalian gratifikasi.
8. Memantau komitmen pengendalian gratifikasi setiap Insan Jasa Raharja.
9. Memberikan rekomendasi kepada Direksi dalam pemanfaatan gratifikasi yang telah ditetapkan menjadi milik Perseroan.
10. *Monitoring* dan evaluasi penerapan sistem pengendalian gratifikasi di lingkungan Perseroan, termasuk melakukan deteksi dan pemeriksaan Unit Kerja atau proses bisnis yang berpotensi terjadinya praktik gratifikasi.
11. Memberikan rekomendasi tindak lanjut apabila terjadi pelanggaran pedoman gratifikasi oleh insan Jasa Raharja.
12. Melaporkan hasil penanganan dan pelaporan gratifikasi kepada Direksi dan KPK.

DUTIES AND AUTHORITIES OF GRATIFICATION CONTROL UNIT

1. Disseminating gratification control.
2. Coordinating with related unit or division on the implementation and effectiveness of gratification control.
3. Identifying/assessing vulnerable points or potential gratification.
4. Proposing management policies, establishment of anti-gratification and corruption prevention within the Company.
5. Receiving gratification report from internal parties and coordinating with Corruption Eradication Commission (KPK).
6. Confirming the recipients and/or other third parties concerning the gratification report, as required.
7. Coordinating and consulting in oral and in writing with KPK concerning the implementation of gratification control.
8. Overseeing the commitment of gratification control of every personnel of the Company.
9. Providing recommendation to the Board of Directorsin utilization of gratification that has been assigned to the Company.
10. Monitoring and evaluating the implementation of gratification control system within the Company, including detecting and assessing Work Unit and business process with potential for gratification practices.
11. Providing follow-up recommendation in the event of violation of gratification guidelines by the Company's personnel.
12. Reporting the result of handling and reporting the gratification to the Board of Directors and KPK.

MEKANISME PELAPORAN

Mekanisme pelaporan penerimaan gratifikasi ialah sebagai berikut:

1. Mekanisme penanganan dan/atau penyimpanan terhadap gratifikasi yang diterima adalah sebagai berikut:
   a. Untuk penerimaan yang merupakan barang yang cepat kadaluarsa (misal: makanan dan minuman), dapat langsung dapat dimanfaatkan dan atau diserahkan kepada pihak lainnya dengan menyampaikan bukti tanda penyerahan kepada Unit Pengendali Gratifikasi selambat-lambatnya 10 (sepuluh) hari kerja setelah tanggal penerimaan sebagaimana dimaksud.
   b. Untuk penerimaan yang merupakan barang yang tidak cepat kadaluarsa (misal: uang dan benda berharga lainnya) wajib disimpan di Unit Pengendali Gratifikasi, sampai dengan ditentukannya status kepemilikan atas penerimaan tersebut oleh Unit Pengendali Gratifikasi atau Komisi Pemberantasan Korupsi (KPK), dengan menyampaikan bukti tanda penyimpanan kepada Unit Pengendali Gratifikasi selambat-lambatnya 10 (sepuluh) hari kerja setelah tanggal penerimaan.
2. UPG wajib segera memberikan respons atas pelaporan penerimaan gratifikasi dari pelapor paling lambat dalam jangka waktu 7 (tujuh) hari kerja setelah laporan diterima.
3. Unit Pengendali Gratifikasi akan membuat rekapitulasi penerimaan gratifikasi dan menyerahkan kepada KPK beserta formulir yang telah diisi selambat-lambatnya 7 (tujuh) hari kerja setelah tanggal penyerahan oleh penerima gratifikasi kepada Unit Pengendali Gratifikasi.

LAPORAN GRATIFIKASI TAHUN 2020

Realisasi penerimaan gratifikasi pada tahun 2020 oleh Tim Unit Pengendalian Gratifikasi (UPG) sebagaimana disampaikan dalam Nota Dinas Nomor HK/237/2021 tanggal 13 April 2021 kepada Direktur Utama perihal Laporan Penerimaan Gratifikasi Tahun 2020 adalah sebagai berikut:

1. Selama tahun 2020 jumlah pelaporan gratifikasi yang masuk ke website pelaporan UPG periode bulan Januari s.d. Desember Tahun 2020 sebanyak 25 (dua puluh lima) laporan dengan jumlah nominal sebesar Rp141.980.225,- (seratus empat puluh satu juta sembilan ratus delapan puluh ribu dua ratus dua puluh lima rupiah).
2. Terkait larangan penerimaan parsel di hari besar keagamaan dalam rangka menindaklanjuti surat edaran dari KPK Nomor 14 Tahun 2020 tanggal 13 Mei 2020 tentang Pengendalian Gratifikasi terkait Momen Hari Raya, terdapat 2 (dua) penerimaan dimana seluruhnya telah diserahkan oleh pelapor kepada Yayasan/Dinas Sosial setempat.
3. Pedoman Pengendalian Gratifikasi saat ini dalam proses revisi/penyesuaian untuk mengakomodir beberapa poin perubahan ketentuan KPK terkait gratifikasi, dimana saat ini draft pedoman dimaksud sedang dalam proses finalisasi bersamaan dengan penyesuaian pedoman/panduan untuk mendukung tata kelola perusahaan yang baik lainnya.

REPORTING MECHANISM

The mechanism for reporting the acceptance of gratification is as follows:

1. Mechanisms for handling and/or keeping of accepted gratification are as follows:
   a. For acceptance of goods which expire fast (e.g. food and beverages), it can be directly used and/or submitted to other parties by submitting proof of delivery to the Gratification Control Unit no later than 10 (ten) working days after the date of acceptance as referred to.

   b. For acceptance of goods that do not expire fast (e.g. money and other valuables), they must be kept by the Gratification Control Unit until the ownership status of the acceptance is determined by the Gratification Control Unit or the Corruption Eradication Commission (KPK). This is conducted by submitting evidence of deposit to the Gratification Control Unit no later than 10 (ten) working days after the date of receipt.
2. The Gratification Control Unit (UPG) is obliged to immediately respond to the report on acceptance of gratification from the whistleblower no later than 7 (seven) working days after the report is received.
3. The Gratification Control Unit will make a recapitulation of the gratification acceptance and submit it to the KPK along with the completed form no later than 7 (seven) working days after the date of submission by the recipient of the gratification to the Gratification Control Unit.

GRATIFICATION REPORT 2020

The realization of gratification acceptance in 2020 by the Gratification Control Unit (UPG) Team as submitted in the Official Memorandum Number HK/237/2021 dated April 13, 2021 to the President Director regarding the Gratification Acceptance Report 2020 is as follows:

1. Throughout the year 2020, the number of gratification reports which submitted to the UPG reporting website for the period January to December 2020 was as many as 25 (twenty five) reports with a nominal amount of IDR 141,980,225, - (one hundred and forty one million nine hundred eighty thousand two hundred and twenty five rupiah).
2. Regarding the prohibition of accepting parcels on religious holidays, to follow up on a circular letter from the KPK Number 14 of 2020 dated May 13, 2020 regarding Gratification Control related to Religious Holidays Moments, there were 2 (two) reports of gratification accepted, all of which were given by the reporter to the local Foundation/Social Service.
3. The Gratification Control Guidelines are currently in the process of being revised/adjusted to accommodate several points of changes to the provisions of the KPK regarding gratification, in which currently the guidelines draft is in the process of being finalized along with adjustments to guidelines to support other good corporate governance.

SISTEM MANAJEMEN ANTI PENYUAPAN (SMAP) SNI ISO 37001:2016

ANTI-BRIBERY MANAGEMENT SYSTEM (SMAP) SNI ISO 37001:2016

KEBIJAKAN

Saat ini Pemerintah Indonesia sedang gencar-gencarnya memberantas korupsi. Hal tersebut dibuktikan dengan masih banyaknya pemberitaan tentang Operasi Tangkap Tangan yang dilakukan penegak hukum. Dari beragam jenis korupsi yang ada, penyuapan menjadi kasus yang paling banyak ditemui. Berawal dari banyaknya kasus penyuapan itulah Badan Standardisasi Nasional (BSN) menetapkan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP). Standar ini merupakan adopsi dari ISO 37001:2016 sekaligus sebagai tindak lanjut dari Instruksi Presiden Nomor 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi Tahun 2016 dan Tahun 2017 dan sebagai referensi dalam pencanangan dan penetapan Strategi Nasional Pencegahan Korupsi melalui Perpres Nomor 54 Tahun 2018 yang melibatkan unsur-unsur terkait seperti Kementerian BUMN, KPK dan sebagainya. Melalui SNI ISO 37001:2016 diharapkan tingkat korupsi di Indonesia menurun sehingga indeks persepsi masyarakat terhadap korupsi semakin membaik.

POLICY

Currently, the Government of Indonesia is intensively eradicating corruption. This is evidenced by the fact that there is still a lot of news about the sting operation carried out by law enforcement. Of the various types of corruption that exist, bribery is the most common case. Starting from the many bribery cases, the National Standardization Agency (BSN) established SNI ISO 37001:2016 on Anti-Bribery Management System (SMAP). This standard is an adoption of ISO 37001:2016 as well as a follow-up to Presidential Instruction Number 10 of 2016 concerning Actions for Prevention and Eradication of Corruption in 2016 and 2017 and as a reference in the declaration and determination of the National Strategy for Corruption Prevention through Presidential Decree Number 54 of 2018 which involves related elements such as the Ministry of SOEs, KPK and so on. Through SNI ISO 37001:2016, it is hoped that the level of corruption in Indonesia will decrease so that the index of public perception of corruption will improve.

MAKSUD DAN TUJUAN PENERAPAN SNI ISO 37001:2016

1. Dirancang untuk membantu Perseroan dalam menerapkan Sistem Manajemen anti-penyuapan & Korupsi; menjunjung tinggi komitmen kepemimpinan dengan menerapkan prinsip-prinsip kejujuran, transparansi, keterbukaan dan kepatuhan.
2. Menentukan serangkaian langkah-langkah yang harus diterapkan oleh Perseroan dalam hal mencegah, mendeteksi, dan menangani penyuapan (apabila terjadi).
3. Sebagai perangkat dan panduan untuk suatu organisasi dalam menerapkan dan melaksanakan Sistem Manajemen Anti-Penyuapan (SMAP) dengan cara menerapkan kebijakan, prosedur, dan pengendalian organisasi yang wajar dan profesional.

PURPOSE AND OBJECTIVES OF IMPLEMENTATION OF SNI ISO 37001:2016

1. Designed to assist the Company in implementing an anti-bribery & Corruption Management System; upholding leadership commitments by applying the principles of honesty, transparency, openness and compliance.
2. Determine a series of steps that must be implemented by the Company in terms of preventing, detecting, and dealing with bribery (if it occurs).
3. As a tool and guide for an organization in implementing an Anti-Bribery Management System (SMAP) by implementing reasonable and professional organizational policies, procedures and controls.

PENERAPAN SMAP

Untuk menindaklanjuti arahan dari Pemerintah dan dalam rangka mendukung upaya pencegahan korupsi, PT Jasa Raharja telah menjalani serangkaian kegiatan dalam rangka implementasi serta sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) dan tersertifikasi pada tanggal 4 Desember 2020. Demi terlaksananya implementasi SMAP yang terarah dan sesuai dengan SNI ISO 37001:2016, PT Jasa Raharja telah menerbitkan Keputusan Direksi Nomor KEP/183/2020 tanggal 1 September 2020 tentang

SMAP APPLICATION

To follow up on directions from the Government and in order to support efforts to prevent corruption, PT Jasa Raharja has undergone a series of activities in the context of implementing and certifying SNI ISO 37001:2016 on Anti-Bribery Management System (SMAP) and was certified on December 4, 2020. For the sake of implementing the SMAP implementation, directed and in accordance with SNI ISO 37001:2016, PT Jasa Raharja has issued the Decree of the Board of Directors Number KEP/183/2020

Pedoman Sistem Manajemen Anti Penyuapan dan Keputusan Direksi Nomor KEP/184/2020 tanggal 1 September 2020 tentang Pedoman Penerapan Uji Kelayakan (*Due Diligence*), sebagai standar bagi seluruh Unit Kerja di PT Jasa Raharja.

1. SMAP PT Jasa Raharja dirancang dan disusun dengan memperhatikan prinsip tata kelola yang baik serta prinsip lainnya terkait SMAP sebagai berikut:
   a. Prosedur yang Proporsional
      Kebijakan dan prosedur yang ada harus proporsional dengan Risiko Penyuapan yang dihadapi. Disesuaikan dengan budaya dan lingkup penerapannya agar mencapai tujuan organisasi mencegah penyuapan. Risiko signifikan memerlukan prosedur lebih luas dan metode yang detail, termasuk prosedur analisis risiko dan *Due Dilligence* yang dibangun.
   b. Komitmen Pimpinan
      Kepemimpinan yang efektif pada pencegahan penyuapan disesuaikan dengan ukuran organisasi, struktur manajemen dan keadaan saat itu. Pimpinan dapat menjaga kebijakan dilaksanakan, dikomunikasikan kepada vendor, dan menjamin hasil analisis risiko.
   c. Manajemen Risiko
      Berdasarkan *stakeholder* yang terkait dan isu internal dan eksternal, organisasi menganalisis risiko dan didokumentasikan. Secara umum risiko eksternal dikategorikan menjadi: risiko negara, risiko sektor, risiko transaksi, risiko dari peluang bisnis dan risiko rekanan, Kompleksitas metode yang diambil mencerminkan maturitas organisasi.
   d. *Due Dilligence*/Uji Kepatutan
      Kegiatan yang dilakukan terhadap personil, transaksi, atau rekan yang memiliki nilai risiko di atas rendah untuk memastikan risiko tersebut tidak terjadi. *Due Dilligence* terhadap mitra usaha perlu mengkaji kebenaran lokasi, kepatuhannya terhadap aturan hukum, dan kebijakan anti penyuapan yang dimiliki.
   e. Komunikasi yang Efektif
      Setiap persyaratan standar harus dapat dikomunikasikan sesuai peruntukannya. Bila perlu buat daftar komunikasi dan penanggungjawabnya. Hal yang wajib dikomunikasikan adalah kebijakan anti penyuapan dan dokumentasi kepada internal dan eksternal. *Training* atau sosialisasi kepada personil organisasi untuk memudahkan komunikasi.
   f. *Monitoring* dan *Review*/Evaluasi
      Monitoring dilakukan melalui Tim kepatuhan yang melaporkan kepada pimpinan puncak. Monitor dilakukan secara berkala. Hasil dari *Monitoring* dan *review* dapat berupa perubahan risiko, prosedur maupun kebijakan yang menunjukkan efektivitas penerapan SMAP.

dated September 1, 2020 regarding Guidelines for Anti-Bribery Management System and Decree of the Board of Directors Number KEP/184/2020 dated September 1, 2020 concerning Guidelines for the Implementation of Due Diligence, as a standard for all Work Units at PT Jasa Raharja.

1. PT Jasa Raharja's SMAP is designed and compiled by taking into account the principles of good governance and other principles related to SMAP as follows:
   a. Proportionate Procedure
      Existing policies and procedures must be proportionate to the Bribery Risk faced. Adapted to the culture and scope of implementation in order to achieve the organization's objectives of preventing bribery. Significant risks require more extensive procedures and detailed methods, including risk analysis procedures and developed Due Diligence.
   b. Leadership Commitment
      Effective leadership on bribery prevention is adapted to the size of the organization, management structure and current circumstances. Leaders can keep policies implemented, communicated to vendors, and guarantee the results of risk analysis.
   c. Risk management
      Based on the relevant stakeholders and internal and external issues, the organization analyzes the risks and is documented. In general, external risks are categorized into: country risk, sector risk, transaction risk, risk from business opportunities and counterparty risk. The complexity of the methods adopted reflects the maturity of the organization.
   d. Due Diligence
      Activities carried out on personnel, transactions, or partners, who have a risk value above low, are to ensure that the risk does not occur. Due Diligence to business partners needs to examine the correctness of the location, its compliance with the rule of law, and its anti-bribery policy.
   e. Effective Communication
      Each standard requirement must be communicated according to its designation. If necessary, make a list of communications and those in charge. What must be communicated is the anti-bribery policy and documentation to internal and external parties. Training or dissemination is given to organizational personnel to facilitate communication.
   f. Monitoring and Review/Evaluation
      Monitoring is carried out through a compliance team that reports to top management. Monitoring is done regularly. The results of monitoring and review can be in the form of changes in risk, procedures, or policies that show the effectiveness of the implementation of SMAP.

2. Ruang lingkup SMAP
   Ruang lingkup penerapan atas SMAP SNI ISO 37001:2016 di Kantor Pusat PT Jasa Raharja mencakup proses dan kegiatan yang ada pada seluruh unit kerja yang terdiri dari:
   a. Divisi Asuransi
   b. Divisi Pelayanan
   c. Divisi Akuntansi
   d. Divisi Keuangan
   e. Divisi Investasi
   f. Divisi Teknologi Informasi & Komunikasi
   g. Divisi *Human Capital*
   h. Divisi Umum
   i. Divisi Manajemen Risiko & Transformasi Perusahaan
   j. Satuan Pengawasan Intern
   k. Sekretariat Perusahaan
   l. Biro Hukum dan Kepatuhan

PENGELOLA SMAP

Dalam rangka mengawasi implementasi SMAP, Perseroan telah membentuk Unit Kepatuhan Anti Penyuapan (UKAP) berdasarkan Keputusan Direksi Nomor KEP/182/2020 tanggal 31 Agustus 2020 yang diketuai oleh Kepala Biro Hukum dan Kepatuhan. Adapun tugas dan tanggung jawab UKAP adalah sebagai berikut:

1. Melaksanakan fungsi kepatuhan anti penyuapan di PT Jasa Raharja;
2. Mengawasi desain dan implementasi SMAP di PT Jasa Raharja;
3. Memberikan saran dan bimbingan kepada seluruh Insan Jasa Raharja mengenai SMAP dan isu-isu yang berkaitan dengan penyuapan;
4. Memastikan bahwa SMAP sesuai dengan persyaratan standar ISO 37001 SMAP dan peraturan perundang-undangan yang berlaku;
5. Membantu Direksi untuk mengkomunikasikan kebijakan anti penyuapan kepada seluruh Insan Jasa Raharja dan pemangku kepentingan;
6. Melakukan tinjauan secara berkelanjutan untuk memastikan SMAP efektif dalam mengelola risiko penyuapan yang dihadapi oleh perusahaan dan diterapkan secara efektif;
7. Mengawasi dan memantau status investigasi atas pelaporan insiden penyuapan atau pelanggaran terhadap kebijakan anti penyuapan atau terhadap SMAP;
8. Melaporkan kinerja SMAP secara berkala kepada Direksi serta Dewan Komisaris selaku Dewan Pengarah sebagaimana diatur dalam Pedoman SMAP.

2. The scope of SMAP
   The scope of application of SMAP SNI ISO 37001:2016 at the Head Office of PT Jasa Raharja includes processes and activities that exist in all work units consisting of:
   a. Insurance Division
   b. Service Division
   c. Accounting Division
   d. Finance Division
   e. Investment Division
   f. Information Technology & Communication Division
   g. Human Capital Division
   h. General Affairs Division
   i. Risk Management & Corporate Transformation Division
   j. Internal Audit Unit
   k. Corporate Secretariat
   l. Legal and Compliance Bureau

SMAP MANAGER

To oversee the implementation of SMAP, the Company has established an Anti-Bribery Compliance Unit (UKAP) based on the Decree of the Board of Directors Number KEP/182/2020 dated August 31, 2020 which is chaired by the Head of the Legal and Compliance Bureau. The duties and responsibilities of UKAP are as follows:

1. Carry out the anti-bribery compliance function at PT Jasa Raharja;
2. Supervise the design and implementation of SMAP at PT Jasa Raharja;
3. Provide advice and guidance to all Jasa Raharja personnel regarding SMAP and issues related to bribery;
4. Ensure that SMAP complies with the requirements of the ISO 37001 SMAP standard and applicable laws and regulations;
5. Assist the Board of Directors in communicating anti-bribery policies to all Jasa Raharja personnel and stakeholders;
6. Conduct ongoing reviews to ensure that the SMAP is effective in managing the bribery risk faced by the company and is implemented effectively;
7. Supervise and monitor the status of investigations on reporting incidents of bribery or violations of anti-bribery policies or against SMAP;
8. Regularly report SMAP performance to the Board of Directors and the Board of Commissioners as the Steering Committee as stipulated in the SMAP Guidelines.

CERTIFICATE OF REGISTRATION

This is to certify that:

PT Jasa Raharja

Jl. HR. Rasuna Said Kav. C2, Jakarta Selatan, DKI Jakarta 12920 INDONESIA

Operates an

ANTI-BRIBERY MANAGEMENT SYSTEM

Which complies with the requirements of

SNI ISO 37001:2016

For the following scope

Provision of corporate office activity for public transport passengers and traffic road accidents insurance services

Certificate No: ABMS40019

Issued: 4 December 2020
Expires: 3 December 2023

Originally Certified: 4 December 2020
Current Certification: 4 December 2020

Prana Adhytia
Operations Manager Indonesia
PT SAI Global Indonesia

ISO 37001

SAI GLOBAL

LHKPN

STATE OFFICIAL ASSETS REPORT (LHKPN)

Perseroan selalu menghendaki agar Insan Jasa Raharja bekerja dengan rasa integritas yang kuat dan selalu berpedoman pada berbagai peraturan perundang-undangan sebagai hal yang sangat penting menjaga kepercayaan dan kredibilitas perusahaan dengan pemerintah, pemegang saham, pelanggan, mitra kerja dan pemangku kepentingan lainnya, salah satunya dengan menghimbau pejabat untuk melapor dan mematuhi peraturan pemerintah dengan melakukan pendaftaran dan pemeriksaan terhadap Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Perseroan juga berkomitmen akan memberikan sanksi kepada pejabat wajib lapor yang belum menyampaikan LHKPN.

The Company always wants Jasa Raharja personnel to work with a strong sense of integrity and always be guided by various laws and regulations as it is very important to maintain the trust and credibility of the Company with the government, shareholders, customers, business partners and other stakeholders, one of which is by urges its officials to report and comply with government regulations by registering and examining the State Official Assets Report (LHKPN). The Company is also committed to giving sanctions to officials who are obliged to report but did not submit their LHKPN.

KEBIJAKAN LHKPN

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) berkaitan dengan upaya pencegahan dan tindak pidana korupsi. Undang-Undang Republik Indonesia Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi sebagaimana telah diubah terakhir dengan Undang –Undang Nomor 19 Tahun 2019 tentang Perubahan Kedua atas Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi, menegaskan bahwa Komisi Pemberantasan Korupsi (KPK) berwenang melaksanakan langkah atau upaya pencegahan antara lain dengan melakukan pendaftaran dan pemeriksaan terhadap Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

Perseroan berkomitmen untuk menerapkan Tata Kelola Perusahaan yang Baik dengan menyusun Pedoman tentang Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang menjabarkan kebijakan Perseroan dengan tujuan selain untuk menjadikan perusahaan yang bebas dari praktik korupsi, suap dan praktik kecurangan juga untuk mendorong seluruh Insan Jasa Raharja untuk mematuhi peraturan untuk melapor dan memberikan sanksi kepada pejabat wajib lapor yang belum menyampaikan LHKPN.

LHKPN POLICY

The State Official Assets Report (LHKPN) relates to efforts to prevent and criminal acts of corruption. Law of the Republic of Indonesia Number 30 of 2002 concerning the Corruption Eradication Commission as amended lastly by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission, confirms that the Corruption Eradication Commission (KPK) has the authority to carry out preventive measures, among others, by registering and examining the State Official Assets Report (LHKPN).

The Company is committed to implementing good corporate governance by compiling Guidelines on State Official Assets Reports (LHKPN) which outlines Company policies with the aim of making the Company free from corruption, bribery and fraudulent practices as well as encouraging all Jasa Raharja personnel to comply with the regulations for reporting and imposing sanctions on mandatory reporting officials who have not submitted LHKPN.

PRINSIP DASAR

1. Setiap Pejabat Wajib Lapor, melaporkan seluruh harta kekayaan yang dimilikinya sebelum, selama dan setelah memangku jabatannya kepada KPK dengan mengisi LHKPN. Penyampaian LHKPN dilaksanakan oleh bersangkutan sendiri atau oleh ahli warisnya apabila Pejabat Wajib Lapor meninggal dunia.
2. Pejabat wajib lapor yang wajib mengisi dan menyampaikan Laporan Harta Kekayaan Penyelenggara Negara adalah pejabat perusahaan yang menduduki jabatan Dewan Komisaris, Direksi, pejabat 2 (dua) level di bawah Direksi serta Dewan Komisaris dan Direksi Anak Perusahaan.

BASIC PRINCIPLES

1. Each Eligible Official shall report all their report before, during, and after taking office to KPK by filling LHKPN. The submission of LHKPN shall be carried out by themselves or by their heirs if the Eligible Official passed away.
2. Eligible Official that shall fill and report to submit State Official Assets Report are corporate officials who hold the positions of Board of Commissioners, Board of Directors, officials of 2 (two) levels under the board of Directors and Board of Commissioners and Board of Directors of Subsidiary.

3. Harta kekayaan Wajib Lapor adalah harta benda bergerak, harta benda tidak bergerak, maupun hak-hak lainnya yang dapat dinilai dengan uang yang dimiliki oleh Wajib Lapor, istri dan anak yang masih menjadi tanggungan, yang diperoleh Wajib Lapor sebelum, selama dan setelah memangku jabatannya.
4. Memberikan teguran kepada pejabat wajib lapor yang tidak menyampaikan LHKPN.

MEKANISME LHKPN

Penyampaian LHKPN saat ini telah dilaksanakan secara elektronik melalui laman resmi KPK (https://www.elhkpn.kpk.go.id) sebagaimana diwajibkan dalam Peraturan KPK Nomor 2 Tahun 2020 tentang Perubahan atas Peraturan Komisi Pemberantasan Korupsi Nomor 7 tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara.

Mekanisme pengelolaan kepatuhan LHKPN diatur sebagai berikut:

1. Penyelenggara Negara wajib menyampaikan LHKPN saat:
   a. Pengangkatan sebagai Penyelenggara Negara pada saat pertama kali menjabat;
   b. berakhirnya masa jabatan atau pensiun sebagai Penyelenggara Negara;
   c. Pengangkatan kembali sebagai Penyelenggara Negara setelah berakhirnya masa jabatan atau pensiun;
   d. Masih menjabat.
2. Dilakukan secara periodik setiap 1 (satu) tahun sekali atas harta kekayaan per tanggal 31 Desember tahun laporan.
3. Penyampaian dilakukan paling lambat 31 Maret tahun berikutnya.
4. Penyelenggara Negara melakukan *login* pada laman resmi KPK (https://www.elhkpn.kpk.go.id) dan mulai melakukan pengisian laporan harta kekayaannya (*e-filing*).
5. Penyelenggaran Negara mengklik submit pada saat selesai mengisi laporan harta kekayaan dan akan menerima kode token melalui SMS pada nomor *handphone* yang terdaftar.
6. Penyelenggara Negara mengisi kode token yang diterima dan mengirim laporan harta kekayaan secara *online*.

3. Mandatory Reported Assets shall be movable assets, immovable assets, or other rights which may be assessed with the money held by the Eligible Officials, the dependent wife and children, obtained by the Eligible Official prior to, during, and after the dismissal of their position.

4. Eligible Officials who fails to submit LHKPN shall be given warning.

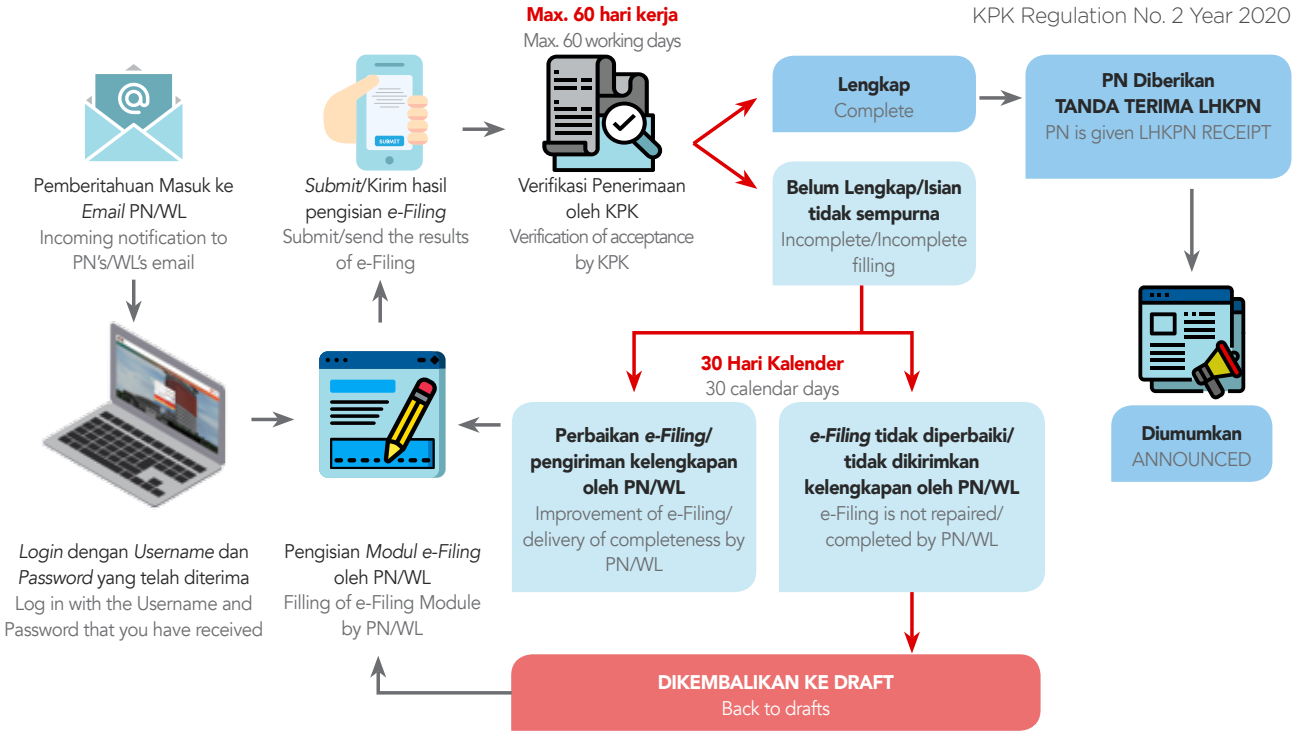
LHKPN MECHANISM

The submission of LHKPN has currently been conducted electronically through the official KPK website (https://www.elhkpn.kpk.go.id) as required in KPK Regulation Number 2 of 2020 concerning Amendments to the Corruption Eradication Commission Regulation Number 7 of 2016 concerning Procedures of Registration, Announcement, and Examination of Assets of State Administrators.

The LHKPN compliance management mechanism is regulated as follows:

1. State Officials shall submit LHKPN at the time:
   a. Appointment as State Officials at the first term of office;
   b. The end of term of office or retirement as a State Officials;
   c. Reappointment as State Officials after the end of term of office or retirement;
   d. Still in office.
2. Conducted periodically every 1 (one) year for assets every December 31 of the reporting period.
3. Submission shall be done no later than March 31 of the following year.
4. The State Officials shall log in into the e-LHKPN application at the address "http://www.elhkpn.kpk.go.id" and start filling out his asset report (e-filing).
5. State Officials shall click "submit" when completing the assets report and they shall receive the token code via SMS on the registered mobile phone.
6. State Officials shall input the token code received and send the asset report online.

Alur e-Filing Pelaporan LHKPN
The Flow of LHKPN Reporting e-Filing
Peraturan KPK No. 2 Tahun 2020
KPK Regulation No. 2 Year 2020



PENGELOLA LHKPN

Dalam rangka efektivitas pengelolaan LHKPN, perusahaan menetapkan struktur pemantauan LHKPN sebagai berikut:

1. Biro Hukum dan Kepatuhan sebagai Penanggung Jawab Pengelola LHKPN, dengan tugas:
   a. Menunjuk dan menetapkan pejabat struktural di bawahnya yang bertanggung jawab dalam pengelolaan dan pelaporan LHKPN dari para pejabat wajib lapor.
   b. Membantu KPK dalam hal penyampaian informasi pengisian *e-Filing* pada laman resmi KPK (https://www.elhkpn.kpk.go.id), pemantauan penyampaian LHKPN dan sosialisasi pemahaman LHKPN.
   c. Mengusulkan kepada Direksi pemberian sanksi teguran kepada pejabat wajib lapor yang belum menyampaikan LHKPN.
2. Koordinator Pengelola LHKPN, dengan tugas:
   a. melakukan koordinasi dengan KPK dalam mengelola aplikasi e-LHKPN di lingkungan Perseroan, membuat akun admin unit kerja dan melakukan validasi pembuatan/ pemutakhiran data pejabat yang wajib menyampaikan LHKPN;
   b. Melakukan sosialisasi mengenai kewajiban pengisian LHKPN dan memantau pengisiannya agar sesuai dengan ketentuan yang berlaku;
   c. Melakukan koordinasi dengan KPK dan Kementerian Badan Usaha Milik Negara mengenai pengelolaan dan administrasi aplikasi wajib LHKPN;

LHKPN MANAGER

In order to ensure effectiveness of LHKPN management, the Company establishes the following monitoring structure of LHKPN:

1. Legal and Compliance Bureau as the party responsible for LHKPN management, is tasked with:
   a. Appointing and determining the structural officials below them who are responsible for the management and reporting of LHKPN from eligible officials.
   b. Assisting KPK in terms of dissemination of LHKPN reporting forms, monitoring of LHKPN e-filing submission on the official KPK website (https://www.elhkpn.kpk.go.id), and dissemination of LHKPN understanding.
   c. Proposing to the Board of Directors to impose sanction of reprimand to eligible officials who has not submitted LHKPN.
2. LHKPN Managing Coordinator is tasked with:
   a. Coordinating with the Corruption Eradication Commission (KPK) in managing the e-LHKP application within the Company, create a work unit admin account and validate the creation/updating of officials data required to submit LHKPN;
   b. Conduct dissemination regarding the obligation to complete LHKPN and monitor the completion process to be in accordance with the applicable regulations;
   c. Coordinate with the Corruption Eradication Commission and the Ministry of State-Owned Enterprises regarding the management and administration of LHKPN compulsory applications;

3. *User* Aplikasi LHKPN
   Mengelola aplikasi e-LHKPN di lingkungan Perseroan dengan membuat akun admin Pejabat Perseroan yang wajib menyampaikan LHKPN serta pemutakhiran data Pejabat Perseroan yang Wajib Lapor LHKPN kepada KPK, dengan sepengetahuan pejabat struktural yang ditunjuk sebagai Koordinator Pengelolaan LHKPN.

3. LHKPN Application User
   Manage the e-LHKPN application within the Company by creating an admin account for the Company's Officials who are required to submit LHKPN and updating the data of the Company's Officials who are required to report LHKPN to the Corruption Eradication Commission, with the knowledge of structural officials appointed as LHKPN Management Coordinators.

PENERAPAN SANKSI

1. Bagi Pejabat Wajib Lapor yang tidak memenuhi kewajiban LHKPN sebagaimana diatur dalam Pasal 20 Undang-Undang Nomor 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme, dikenakan sanksi administratif sesuai dengan perundang-undangan yang berlaku.
2. Bagi Pejabat Wajib Lapor di lingkungan PT Jasa Raharja yang belum/tidak menyampaikan LHKPN, Direksi memberikan teguran/sanksi internal sesuai ketentuan perusahaan dan berdasarkan rekomendasi Kepala Divisi Sumber Daya Manusia.

SANCTION ENFORCEMENT

1. Eligible Officials who do not fulfill the obligation for LHKPN as set forth in Article 20 Law No. 28 of 1999, concerning State Officials that are Clean and Free from Corruption, Collusion, and Nepotism shall be given administrative sanction in compliance with the prevailing regulations.

2. For Eligible Officials within PT Jasa Raharja who fails/failed to submit LHKPN, the Board of Directors shall give reprimand/ internal sanction in compliance with the regulation of the Company and based on the recommendation of Human Capital Division Head.

DAFTAR WAJIB LAPOR

Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme mengamanatkan bahwa setiap penyelenggara wajib melaporkan dan mengumumkan harta kekayaannya sebelum dan setelah memangku jabatan serta bersedia diperiksa kekayaannya sebelum dan setelah menjabat. Berikut ini merupakan daftar wajib lapor yang telah melaporkan harta kekayaannya kepada KPK.

LIST OF ELIGIBLE OFFICIALS

Referring to the Law No.28 of 1999 concerning State Officials that are Clean and Free from Corruption, Collusion, and Nepotism, that governs that all administrators shall report and disclose their assets before and after they assume the office and shall be willing to be assessed for their assets before and after they assume the office. The following is a list of officials who are eligible that have reported their assets to the KPK.

KEPATUHAN PELAPORAN LHKPN 2020 PT JASA RAHARJA
2020 LHKPN REPORTING COMPLIANCE PT JASA RAHARJA

No.	NAMA NAME	JABATAN POSITION	STATUS LHKPN DIUMUMKAN LENGKAP LHKPN STATUS ANNOUNCED COMPLETE	TANGGAL KIRIM LHKPN LHKPN SUBMISSION DATE	JENIS PELAPORAN TYPES OF REPORT
DEWAN KOMISARIS BOARD OF COMMISSIONERS					
1	BUDI SETIYADI	Komisaris Commissioner	√	04/03/21	Periodik Periodic
2	ANTONIUS	Komisaris Commissioner	√	29/03/21	Periodik Periodic
3	SUPRIYANTO	Komisaris Independen Independent Commissioner	√	01/03/21	Periodik Periodic
4	SETYA UTAMA	Komisaris Commissioner	√	10/03/21	Khusus Special

KEPATUHAN PELAPORAN LHKPN 2020 PT JASA RAHARJA
2020 LHKPN REPORTING COMPLIANCE PT JASA RAHARJA

No.	NAMA NAME	JABATAN POSITION	STATUS LHKPN DIUMUMKAN LENGKAP LHKPN STATUS ANNOUNCED COMPLETE	TANGGAL KIRIM LHKPN LHKPN SUBMISSION DATE	JENIS PELAPORAN TYPES OF REPORT
DIREKSI BOARD OF DIRECTORS					
1	BUDI RAHARDJO SLAMET	Direktur Utama President Director	√	25/03/21	Periodik Periodic
2	DEWI ARYANI SUZANA	Direktur SDM dan Umum Director of HR and General Affairs	√	03/03/21	Periodik Periodic
3	MYLAND	Direktur Keuangan Director of Finance	√	04/03/21	Periodik Periodic
4	M. WAHYU WIBOWO	Direktur Manajemen Risiko dan Teknologi Informasi Director of Risk Management and Information Technology	√	08/03/21	Periodik Periodic
5	AMOS SAMPETODING	Direktur Operasional Director of Operations	√	10/03/21	Periodik Periodic
KA. UNIT KERJA KANTOR PUSAT HEAD OF HEAD OFFICE WORK UNIT					
1	BAMBANG PANULAR	Kepala Divisi Asuransi Head of Insurance Division	√	19/03/21	Periodik Periodic
2	DEDY SUDRAJAT	Kepala Divisi Umum Head of General Affairs Division	√	09/03/21	Periodik Periodic
3	HARYO PAMUNGKAS	Kepala Divisi Pelayanan Head of Service Division	√	22/02/21	Periodik Periodic
4	HARWAN MULDIDARMAWAN	Sekretaris Perusahaan Corporate Secretary	√	05/02/21	Periodik Periodic
6	KURNIANA	Kepala Satuan Pengawasan Intern Head of Internal Audit Unit	√	27/02/21	Periodik Periodic
5	SUHARDIMAN	Kepala Divisi Manajemen Risiko, Penelitian dan Pengembangan Head of Risk Management, Research and Development Division	√	16/02/21	Periodik Periodic
7	SULISTIANINGTIAS	Kepala Divisi Sumber Daya Manusia Head of Human Resources Division	√	20/03/21	Periodik Periodic
8	SUSATYO	Kepala Divisi Investasi Head of Investment Division	√	02/03/21	Periodik Periodic
9	TRI HARYANTO	Kepala Divisi Teknologi Informasi dan Komunikasi Head of Information and Communication Technology Division	√	26/03/21	Periodik Periodic
10	TRIYUGARA	Kepala Divisi Keuangan Head of Financial Division	√	15/03/21	Periodik Periodic
11	RAMA YUDHA	Kepala Divisi Akuntansi Head of Accounting Division	√	15/03/21	Periodik Periodic
12	R.M. WAHYU WIDODO	Kepala Biro Hukum dan Kepatuhan Head of Legal and Compliance Bureau	√	03/03/21	Periodik Periodic

KEPATUHAN PELAPORAN LHKPN 2020 PT JASA RAHARJA
2020 LHKPN REPORTING COMPLIANCE PT JASA RAHARJA

No.	NAMA NAME	JABATAN POSITION	STATUS LHKPN DIUMUMKAN LENGKAP LHKPN STATUS ANNOUNCED COMPLETE	TANGGAL KIRIM LHKPN LHKPN SUBMISSION DATE	JENIS PELAPORAN TYPES OF REPORT
KEPALA CABANG HEAD OF BRANCH OFFICES					
1	ABDUL HARIS	Kepala Cabang Bengkulu Head of Bengkulu Branch	√	19/01/21	Periodik Periodic
2	ABUBAKAR	Kepala Cabang Sulawesi Tenggara Head of Southeast Sulawesi Branch	√	04/03/21	Periodik Periodic
3	AGUNG TRI GUNARDI	Kepala Cabang Sumatera Barat Head of West Sumatera Branch	√	12/02/21	Periodik Periodic
4	AGUS DOTO PITONO	Kepala Cabang Kepulauan Babel Head of Bangka-Belitung Branch	√	04/03/21	Periodik Periodic
5	AKHDIYAT SETYA PURNAMA	Kepala Cabang D.I. Yogyakarta Head of D.I. Yogyakarta Branch	√	12/01/21	Periodik Periodic
6	DODI APRIANSYAH	Kepala Cabang Banten Head of Banten Branch	√	23/02/21	Periodik Periodic
7	DWI SASONO	Kepala Cabang Bali Head of Bali Branch	√	24/03/21	Periodik Periodic
8	EVA YULIASTA	Kepala Cabang Kalimantan Selatan Head of South Kalimantan Branch	√	25/03/21	Periodik Periodic
9	HENDRI AFRIZAL	Kepala Cabang Jawa Barat Head of West Java Branch	√	09/03/21	Periodik Periodic
10	HERVANKA TRI DIANTO	Kepala Cabang Sumatera Selatan Head of South Sumatera Branch	√	15/03/21	Periodik Periodic
11	HUNTAL P. SIMANJUNTAK	Kepala Cabang DKI Jakarta Head of DKI Jakarta Branch	√	26/03/21	Periodik Periodic
12	IFRIYANTONO	Kepala Cabang Sulawesi Selatan Head of South Sulawesi Branch	√	09/02/21	Periodik Periodic
13	JAHJA JOEL LAMI	Kepala Cabang Jawa Tengah Head of Central Java Branch	√	01/03/21	Periodik Periodic
14	JHON VEREDY PANJAITAN, S.E.	Kepala Cabang Sumatera Utara Head of North Sumatera Branch	√	15/03/21	Periodik Periodic
15	M. IQBAL HASANUDDIN	Kepala Cabang Kalimantan Tengah Head of Central Kalimantan Branch	√	20/02/21	Periodik Periodic
16	MARGARETH V. SAULINA P.	Kepala Cabang Lampung Head of Lampung Branch	√	07/07/20	Khusus Special
17	MUHAMMAD ZULHAM PANE	Kepala Cabang Jambi Head of Jambi Branch	√	17/02/21	Periodik Periodic
18	MULKAN	Kepala Cabang Aceh Head of Aceh Branch	√	08/02/21	Periodik Periodic
19	MULYADI	Kepala Cabang Kepulauan Riau Head of Riau Archipelago Branch	√	09/03/21	Periodik Periodic
20	PAHLEVI BARNAWI SYARIF	Kepala Cabang Sulawesi Utara Head of North Sulawesi Branch	√	22/03/21	Periodik Periodic
21	RADITO RISANGADI	Kepala Cabang Nusa Tenggara Timur Head of East Nusa Tenggara Branch	√	16/03/21	Periodik Periodic

KEPATUHAN PELAPORAN LHKPN 2020 PT JASA RAHARJA
2020 LHKPN REPORTING COMPLIANCE PT JASA RAHARJA

No.	NAMA NAME	JABATAN POSITION	STATUS LHKPN DIUMUMKAN LENGKAP LHKPN STATUS ANNOUNCED COMPLETE	TANGGAL KIRIM LHKPN LHKPN SUBMISSION DATE	JENIS PELAPORAN TYPES OF REPORT
22	REGY SINDY WIJAYA	Kepala Cabang Kalimantan Barat Head of West Kalimantan Branch	√	04/03/21	Periodik Periodic
23	SIGIT HARISMUN	Kepala Cabang Nusa Tenggara Barat Head of West Nusa Tenggara Branch	√	22/03/21	Periodik Periodic
24	SUHADI	Kepala Cabang Jawa Timur Head of East Java Branch	√	18/03/21	Periodik Periodic
25	SURATNO	Kepala Cabang Kalimantan Timur Head of East Kalimantan Branch	√	26/01/21	Periodik Periodic
26	SURYADI	Kepala Cabang Sulawesi Tengah Head of Central Sulawesi Branch	√	27/02/21	Periodik Periodic
27	TAMRIN SILALAHI	Kepala Cabang Papua Head of Papua Branch	√	19/02/21	Periodik Periodic
28	TRIADI	Kepala Cabang Maluku Head of Maluku Branch	√	17/03/21	Periodik Periodic
UBS STRATEGIC BUSINESS UNITS					
1	ABDULLAH MUHAMMAD TAWIL	Fungsional Utama TK I Level I Main Functions	√	21/01/21	Periodik Periodic
2	ALBERTSON SIBARANI	Fungsional Utama TK II LEVEL II MAIN FUNCTIONS	√	08/03/21	Periodik Periodic
3	BUDI SULISTIJO	Staf Eksekutif TK I Level I Executive Staff	√	09/03/21	Periodik Periodic
4	HASJUDDIN HAMKA	Fungsional Utama TK I Level I Main Functions	√	19/02/21	Periodik Periodic
5	KENEDI	Fungsional Madya TK I Level I Functions Senior Officer	√	31/03/21	Periodik Periodic
6	ZULFIANTO ARBI	Staf Eksekutif TK I Level I Executive Staff	√	16/03/21	Periodik Periodic

TRANSPARANSI PRAKTIK BAD GOVERNANCE

TRANSPARENCY OF BAD GOVERNANCE PRACTICES

Sepanjang tahun 2020, Jasa Raharja memegang teguh komitmen dalam menerapkan tata kelola perusahaan yang baik dengan memenuhi seluruh regulasi yang terkait dengan aktivitas Perseroan dan melaksanakan kewajibannya dengan baik. Baik Perseroan maupun organ Perseroan dan organ pendukung dalam menjalankan kegiatan operasionalnya tidak pernah melakukan praktik *bad corporate governance*.

Throughout 2020, Jasa Raharja adhered to its commitment to implementing good corporate governance by complying with all regulations related to the Company's activities and carrying out its obligations properly. Neither the Company nor corporate organs and supporting organs in carrying out their operational activities have ever practiced bad corporate governance.

No	**Keterangan** Descriptions	**Praktik** Bad Governance Practice
1	Terdapat laporan atas kegiatan perusahaan yang mencemari lingkungan There are reports on Company activities that pollute the environment	Nihil None
2	Ketidakpatuhan dalam pemenuhan kewajiban perpajakan Non-compliance in fulfilling tax obligations	Nihil None
3	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan Standar Akuntansi Keuangan (SAK) Non-compliance in the presentation of annual reports and financial statements with applicable regulations and Financial Accounting Standards (SAK)	Nihil None
4	Tidak menyampaikan kasus/perkara hukum terkait buruh dan karyawan Not submitting legal cases/issues related to workers and employees	Nihil None
5	Tidak mengungkapkan tinjauan segmen operasi Does not disclose operating segment review	Nihil None
6	Ketidaksesuaian berkas Laporan Tahunan Annual Report file discrepancy	Nihil None

TANGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

Jasa Raharja memberikan perhatian yang besar kepada seluruh pemangku kepentingan demi terwujudkan tujuan pembangunan berkelanjutan. Program tanggung jawab sosial perusahaan yang secara konsisten telah dijalankan merupakan salah satu wujud dari komitmen tersebut.

Jasa Raharja pays great attention to all stakeholders in order to realize sustainable development goals. The corporate social responsibility program which has been consistently implemented is a manifestation of the commitment.

E-Procurement
HRIS
SIAP MOBILE
Survey
IPK
PKBL Online
Website

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Komitmen Penerapan Tanggung Jawab Sosial Perusahaan

Jasa Raharja menyadari bahwa pemangku kepentingan *(stakeholders)* memegang peranan tersendiri dalam mendukung pertumbuhan dan kelangsungan usaha Perseroan secara jangka panjang. Oleh karena itu, Perseroan memiliki komitmen kuat terhadap pemeliharaan hubungan yang harmonis dengan segenap pemangku kepentingan melalui pelaksanaan program Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility* (CSR) dan Program Kemitraan dan Bina Lingkungan (PKBL).

Pemenuhan tanggung jawab perusahaan dijalankan dengan mengadaptasi prinsip *triple bottom lines*, di mana Perseroan tidak semata berfokus pada kepentingan untuk memperoleh laba *(profit)*, tetapi juga diseimbangkan dengan pemenuhan kepentingan dan kewajiban untuk menjaga kelestarian lingkungan *(planet)* dan mendukung kesejahteraan masyarakat *(people)*. Perseroan meyakini bahwa keseimbangan tanggung jawab perusahaan kepada pemangku kepentingan mampu membawa Perseroan pada koridor tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs).

Commitment to Implementing Corporate Social Responsibility

Jasa Raharja realizes that stakeholders have their own role in supporting the long-term growth and sustainability of the Company's business. Therefore, the Company has a strong commitment to maintaining harmonious relationships with all stakeholders through the implementation of Corporate Social Responsibility (CSR) and Partnership and Community Development Programs (PKBL).

Fulfillment of corporate social responsibility is carried out by adapting the principle of triple bottom lines, in which the Company does not only focus on the interests of making profit (profit), but also balances it with fulfilling interests and obligations to preserve the environment (planet) and support the welfare of society (people). The Company believes that the balance of corporate responsibility to stakeholders will usher the Company to the corridor of Sustainable Development Goals (SDGs).

Jasa Raharja memiliki komitmen untuk berkontribusi aktif membangun kualitas kehidupan yang lebih baik bersama para pemangku kepentingan. Hal tersebut diwujudkan dengan kegiatan tanggung jawab sosial dan lingkungan yang dilakukan secara terpadu dalam seluruh kegiatan usaha.

Perwujudan komitmen Perseroan untuk terus tumbuh dan berkembang bersama masyarakat dituangkan dalam Keputusan Bersama Dewan Komisaris dan Direksi No. DK/02/SP/2017 dan No. P/34/SP/2017 tentang Panduan (*Guidelines*) untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dengan pokok-pokok sebagai berikut:

1. Mewujudkan kepedulian sosial dan memberikan kontribusi bagi pengembangan dan pemberdayaan masyarakat terutama di sekitar pusat kegiatan operasi dan penunjangnya;
2. Memiliki rencana kerja untuk melaksanakan program kemitraan dengan usaha kecil secara efektif dan selektif sebagai bagian dari tanggung jawab sosial Perseroan;
3. Memiliki ukuran-ukuran atau indikator kinerja kunci yang berkaitan dengan CSR dengan melakukan evaluasi atas pencapaian indikator keberhasilan dengan target-targetnya;
4. Tanggung Jawab Sosial Perusahaan/*Corporate Social Responsibility* (CSR) merupakan bagian dari visi Perseroan untuk memberikan nilai tambah bagi Pemangku Kepentingan dalam rangka terciptanya sinergi yang baik, maju, dan tumbuh bersama;
5. Perseroan mempunyai kewajiban dan tanggung jawab secara hukum, sosial, moral serta etika untuk menghormati kepentingan masyarakat sekitar mengingat keberhasilan Perseroan tidak dapat dilepaskan dari hubungan yang harmonis, dinamis, serta saling menguntungkan dengan masyarakat;
6. Menerapkan aspek OHSAS/K3 dalam setiap kegiatannya secara konsisten untuk mencegah atau mengurangi terjadinya insiden (kecelakaan kerja, peledakan, kebakaran, penyakit akibat kerja, dan pencemaran lingkungan);
7. Menerapkan Sistem Keselamatan Kerja dengan meningkatkan sinergi antara aspek kesehatan pegawai dan aspek lingkungan kerja;
8. Mengusahakan selalu agar pegawai memperoleh tempat kerja yang aman dan sehat dengan memastikan bahwa aset-aset dan lokasi usaha serta fasilitas Perseroan lain memenuhi peraturan kesehatan dan keselamatan kerja;
9. Kewajiban Perseroan untuk senantiasa melengkapi dan menyediakan alat, sarana dan perlengkapan keselamatan dan kesehatan agar seluruh pegawai dapat bekerja secara aman dan selamat;
10. Perseroan beserta anak perusahaan dan mitra kerja, wajib menempatkan kesehatan dan keselamatan kerja sebagai bagian dari strategi jangka panjang Perseroan.

Jasa Raharja is committed to actively contribute to building a better quality of life with stakeholders. This is realized through social and environmental responsibility activities that are carried out in an integrated manner in all business activities.

The implementation of the Company's commitment to continuously grow and develop with the community is outlined in the Joint Decree of the Board of Commissioners and Board of Directors No. DK/02/SP/2017 and No.P/34/SP/2017 concerning Guidelines to Support the Implementation of Good Corporate Governance with main points as follows:

1. Establishment of social awareness and provision of contribution for community development and empowerment especially surrounding the Company's center and supporting operational area;
2. Possession of a work plan to implement partnership program with small enterprises effectively and selectively as part of corporate social responsibility;
3. Understanding of measurements or key performance indicators related to CSR through evaluation of the success indicator achievement compared to its targets;
4. Corporate Social Responsibility as part of the Company's vision to provide value added to Stakeholders in order to realize good synergy, moving forward and mutual growth;
5. Possession of legal, social, moral, and ethical obligations and responsibilities to respect the interests of local communities, taking into account that the Company's success cannot be separated from harmonious, dynamic, and mutually beneficial relationship with the community;
6. Implementation of OHSAS/K3 aspects in every activity consistently to prevent or mitigate incidents occurrence (occupational accidents, explosions, fires, occupational diseases, and environmental pollution);
7. Implementation of Work Safety system by increasing synergy between employee health aspect and work environmental aspect;
8. Provision of safe and healthy workplace by ensuring that assets and business premises as well as the Company's other facilities meet health and safety regulation;
9. Obligation of the Company to continuously equip and provide health and safety tools, facilities, and equipment so that all employees can work safely and securely;
10. The Company and its subsidiaries as well as business partners to put in place health and safety at work as part of long-term strategy of the Company.

Dasar Penerapan Tanggung Jawab Sosial

Dalam menerapkan program Tanggung Jawab Sosial dan Lingkungan, Jasa Raharja berlandaskan pada peraturan perundang-undangan sebagai berikut:

1. Undang-Undang RI No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Undang Undang RI No. 19 tahun 2003 tentang BUMN;
3. Undang Undang RI No. 8 Tahun 1999 tentang Perlindungan Konsumen;
4. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan Terbatas;
5. Peraturan Otoritas Jasa Keuangan No. 1/POJK.07/2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan;
6. Peraturan Menteri BUMN RI No. PER-02/MBU/04/2020 tanggal 2 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara.

Metode dan Lingkup *Due Diligence* terhadap Dampak Sosial, Ekonomi dan Lingkungan dari Aktivitas Perusahaan

Due diligence merupakan sebuah proses yang komprehensif dalam menilai dampak positif dan negatif keputusan dan kegiatan Perseroan yang dapat memengaruhi lingkungan hidup, ekonomi, dan aspek sosial. Jasa Raharja menjalankan *due diligence* untuk mengidentifikasi dampak positif dan negatif agar Perseroan mengetahui dampak positif apa yang perlu ditingkatkan dan dampak negatif apa yang harus dikurangi atau dihilangkan melalui kegiatan CSR. Dampak tersebut harus diidentifikasi pada seluruh aspek rantai nilai yang mencakup pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, termasuk kondisi fisik pabrik maupun kantor), produk (barang dan jasa) dan konsumen.

Proses *due diligence* yang dilakukan Perseroan diawali dengan kegiatan diskusi antara pihak internal dan pemangku kepentingan, yaitu kelompok atau individu yang memiliki dampak secara langsung atau pengaruh yang besar terhadap kegiatan bisnis Jasa Raharja. Pendekatan yang sistematis untuk memperkuat hubungan dan kepercayaan dengan para pemangku kepentingan sangat penting dalam bisnis jasa keuangan. Untuk menumbuhkan hubungan saling percaya dengan spektrum luas dari pemangku kepentingan, Jasa Raharja berkomitmen untuk melibatkan mereka dalam berbagai cara.

Metode dan lingkup *due diligence* terhadap dampak dari aktivitas operasional Perseroan antara lain:

1. Menetapkan dan meninjau secara berkala kebijakan tanggung jawab sosial Perseroan;
2. Menilai dampak sosial, ekonomi, lingkungan kegiatan Perseroan (*Social Mapping* dan *Social Engineering*);

Foundation of Implementation of Corporate Social Responsibility

The implementation of Social and Environmental Responsibility program is carried out by the Company based on the followings:

1. Law No.40 of 2007 concerning Limited Liability Company;
2. Law of the Republic of Indonesia No. 19 of 2003 concerning SOEs
3. Law No.8 of 1999 concerning Consumer Protection;
4. Government Regulation no. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies
5. Regulation of Financial Service Authority No.1/POJK/07/2013 concerning Consumer Protection of Financial Service Sector;
6. Regulation of the Minister of SOEs No.PER-02/MBU/04/2020 dated April 2, 2020 concerning Third Amendment to the Regulation of Minister of State-Owned Enterprises No.PER-09/MBU/07/2015 concerning Partnership Program and Community Development Program of State-Owned Enterprises.

Method and Scope of Due Diligence to Social, Economic, and Environmental Impact of the Company's Activities

Due diligence is a comprehensive process in assessing the positive and negative impacts of the decision and activities of the Company that affect the environment, economy, and social aspects. The Company carries out due diligence to identify the positive and negative impacts so that the Company is aware of what positive impacts to be improved and what negative impacts to be decreased or removed through CSR activities. Such impacts must be identified across the supply chain covering the suppliers, inputs (raw material, workforce, money, time, knowledge, and competence), process (managerial function, including physical condition of factories and offices), products (goods and services) and customers.

The due diligence process carried out by the Company starts with discussion between internal party and stakeholder, i.e. a group or individual with direct impact or considerable influence on the business activities of Jasa Raharja. Systematic approach to strengthen the relationship and trust with stakeholders is crucial in financial service business. To develop mutual trust in wide spectrum from the stakeholders, Jasa Raharja is committed to engage the stakeholders in various manners.

The methods and scope of due diligence on the impact of the Company's operational activities include:

1. The establishment and periodical review of the Company's social responsibility policy;
2. Assessment of the social, economic and environmental impacts of the Company's activities (Social Mapping and Social Engineering);

3. Mengintegrasikan pengelolaan dampak tersebut ke dalam budaya Perseroan dan sistem manajemen dengan melibatkan dan membangun kesadaran kepada setiap unsur yang ada di Perseroan akan pentingnya pengelolaan dampak risiko dari aktivitas Perseroan;
4. Menetapkan indikator kinerja, melaporkan kinerja pelaksanaan, serta mengevaluasi indikator dan capaian kinerja tanggung jawab sosial Perseroan.

3. Integration of the management of these impacts into the Company's culture and management system by involving and building awareness of every element in the Company on the importance of managing the risk impacts of the Company's activities;
4. The establishment of performance indicators, report on implementation performance, and evaluate indicators and achievements of corporate social responsibility performance.

Stakeholder Penting yang Terdampak atau Terpengaruh dari Kegiatan Perusahaan

Sesuai dengan hasil *due diligence* yang dilakukan, Jasa Raharja telah memetakan pemangku kepentingan yang berdampak dan terdampak dari aktivitas Perseroan. Jasa Raharja menentukan pemangku kepentingan utama berdasarkan tingkat kedekatan *(proximity)* dan tingkat kepentingan (*level of interest*). Secara internal, hubungan dibangun melalui berbagai saluran komunikasi untuk berinteraksi, seperti melalui surat elektronik dan rapat berkala. Secara eksternal, Jasa Raharja juga terlibat dengan pelanggan dan pemangku kepentingan lainnya melalui kegiatan sehari-hari. Dari hubungan yang sudah terbangun, Perseroan berupaya mengidentifikasi dan menjawab isu dan topik utama masing-masing pemangku kepentingan.

Important Stakeholders Affected or Impacted by Company Activities

In accordance with the result of due diligence which has been conducted, the Company has mapped the stakeholders which are influenced and impacted by the Company's activities. The Company determines the main stakeholder based on proximity and level of interest. Internally, the relationship is developed through various communication channels to interact, e.g. electronic mail and frequent meeting. Externally, the Company is engaged with the other customers and stakeholders through daily activities. From the developed relationship, the Company aims to identify and address issues as well as main topics of each stakeholder.

Pemangku Kepentingan Stakeholders	**Metode Pelibatan** Engagement Method	**Frekuensi** Frequency	**Isi-Isu Penting** Important Issues
Konsumen Customer	*Website* dan *frontline information* Website and frontline information	Setiap saat bila diperlukan Anytime as required	• Keamanan dan kenyamanan saat bertransaksi • Kemudahan mendapatkan kredit • Informasi produk dan layanan yang jelas dan transparan • Security and comfort of transaction • Ease to get credit • Clear and transparent product and service information
	Kunjungan langsung Direct visit	Setiap saat bila diperlukan Anytime as required	
	Layanan *contact center* Contact center service	Setiap saat apabila diperlukan Anytime as required	
	Survei Kepuasan Nasabah Customer Satisfaction Survey	Setiap kali setelah penyerahan santunan (*review* setiap triwulan) Anytime after disbursement of compensation (with quarterly review)	Mendapatkan kepuasan layanan Rights to get service satisfaction
Pemegang Saham Shareholder	• Pelaporan Kinerja • RUPS • Performance Assessment • General Meeting of Shareholders (GMS)	• Setiap kuartal • Sekali setahun • Quarterly • Annually	• Kinerja keuangan • Kinerja non-keuangan • Kinerja sepanjang tahun tentang tata kelola, kinerja keuangan, non-keuangan, dan lain-lain • Financial performance • Non-financial performance • Year-long performance on governance, financial performance, non-financial performance, and others

Pemangku Kepentingan Stakeholders	**Metode Pelibatan** Engagement Method	**Frekuensi** Frequency	**Isi-Isu Penting** Important Issues
Pemerintah dan Otoritas Keuangan Government and Financial Authority	• Pelaporan pelaksanaan Kepatuhan dan Notifikasi pada Otoritas Jasa Keuangan (OJK): A. RBC (*Risk Base Capital*): a. Laporan Bulanan b. Laporan Triwulanan c. Laporan Tahunan B. Operasional: a. Laporan Triwulanan b. Laporan Tahunan • Report of Compliance and Notification to Financial Service Authority (OJK): A. RBC (Risk Base Capital): a. Monthly Report b. Quarterly Report c. Annual Report B. Operational: a. Quarterly Report b. Annual Report	a. Satu kali sebulan b. Satu kali per tiga bulan c. Satu kali setahun a. Once a month b. Once in three months c. Once a year a. Satu kali per tiga bulan b. Satu kali setahun a. Once in three months b. Once a year	Informasi tentang kepatuhan terhadap ketentuan perundang-undangan yang berlaku Information concerning compliance with the provisions of the prevailing laws and regulations
Pegawai Employee	Media Internal Internal Media	Dua bulan sekali Once in two months	• Sosialisasi kebijakan dan strategi yang berkaitan dengan kepegawaian • Kesetaraan kesempatan • Pengembangan karier, pelatihan dan lain-lain • Dissemination of policy and strategy relating to employment • Equal opportunity • Career development, training, etc
	Survei Kepuasan Pegawai Employee Satisfaction Survey	Satu kali dalam setahun Once a year	Tingkat kepuasan pegawai, menjaring harapan mereka Employee satisfaction, obtain their aspiration
Mitra Kerja/Pemasok Partners/Suppliers	• Kontrak kerja • Seminar dan *workshop* • Work contract • Seminar and workshop	Apabila dibutuhkan As required	• Proses pengadaan yang objektif • Kerja sama saling menguntungkan, transparan dan adil • Objective procurement process • Mutually profitable collaboration that is transparent and fair
Pelaku Usaha Asuransi Insurance Business Players	Pertemuan dan kegiatan, baik skala nasional, regional maupun internasional Meeting and events, national scale, regional scale, and international scale	Apabila dibutuhkan As required	• Bagaimana meningkatkan tata kelola Perusahaan, termasuk menjaring kebaruan-kebaruan ihwal tata kelola • Strategi bisnis dalam menghadapi tantangan • Strategies to improve corporate governance, including updates concerning governance • Business strategy in facing challenges

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Method	Frekuensi Frequency	Isi-Isu Penting Important Issues
Organisasi Kemasyarakatan/ Organisasi Sosial/ Lembaga Swadaya Masyarakat Community Organization/ Social Organization/Non-Governmental Organization	Kerja sama strategis untuk menjalankan Program-Program Tanggung Jawab Sosial Perusahaan, baik di bidang sosial maupun lingkungan Strategic partnership to implement Programs of Corporate Social Responsibilities for the society and environment.	Saat diperlukan As required	• Jenis program CSR/PKBL • Cara mengoptimalkan pencapaian program CSR/PKBL • Informasi tentang kegiatan perusahaan • Type of CSR/PKBL programs • Strategies to optimize the achievement of CSR/PKBL program • Information on corporate activities
Media	• *Press release* • *Press conference* • Press release • Press conference	Saat diperlukan As required	• Kinerja keuangan • Kinerja non-keuangan • Dampak dan kinerja kegiatan sosial dan lingkungan perusahaan • Informasi tentang kegiatan perusahaan • Informasi terbaru tekait bisnis jaminan kredit yang perlu diketahui oleh publik • Financial performance • Non-financial performance • Impact and performance of corporate social and environmental activities • Information concerning corporate • activities • Latest information concerning credit insurance that is worth knowing by the public.

Lingkup dan Program Tanggung Jawab Sosial Perusahaan, Baik yang Kewajiban Maupun yang Melebihi Kewajiban

Dalam penerapan program CSR, Perseroan berpedoman pada standar mutu ISO 26000 tentang Panduan Tanggung Jawab Sosial *(Guidance on Social Responsibility)* yang memuat 7 (tujuh) aspek utama tanggung jawab sosial. Pedoman tersebut menjadi pendekatan ideal yang digunakan organisasi atau perusahaan dalam melaksanakan tanggung jawab sosial dengan membidik tujuh isu keberlanjutan secara holistik dan terintegrasi.

ISO 26000 telah memberikan pola dan modul yang berlaku secara internasional tentang pelaksanaan dan pengembangan CSR dalam sebuah organisasi. Di Indonesia, ISO 26000 telah diratifikasi oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) pada tahun 2012.

Sebagaimana telah dijelaskan di atas, ISO 26000 telah membagi kegiatan CSR dalam 7 subjek inti. Untuk itu Jasa Raharja telah melakukan pemetaan terhadap dasar kewajiban pelaksanaan program CSR oleh Perseroan yang mengacu pada beberapa aspek hukum, di antaranya:

Scope of Corporate Social Responsibility that is Obligation and Exceeding Obligation

In implementing the CSR program, the Company is guided by the ISO 26000 quality standard on the Guidance on Social Responsibility which contains 7 (seven) main aspects of social responsibility. These guidelines are the ideal approach used by organizations or companies in carrying out social responsibility by targeting seven sustainability issues in a holistic and integrated manner.

ISO 26000 has provided internationally applicable patterns and modules on the implementation and development of CSR in an organization. In Indonesia, ISO 26000 was ratified by the Government in 2010 and made into National Standard (SNI) in 2012.

As explained above, ISO 26000 divides CSR activities into 7 core subjects. For this reason, Jasa Raharja has mapped out the basic obligations of implementing CSR programs by the Company which refers to several legal aspects, including:

Subyek Inti Core Subject	Ketentuan Perundang-undangan Legislative Provisions
Tata Kelola Organisasi Organizational Governance	• Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN) • Undang-Undang No. 25 Tahun 2007 tentang Penanaman Modal • Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas • Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan Terbatas • Law No. 19 of 2003 concerning State-Owned Enterprises (BUMN) • Law No. 25 of 2007 concerning Investment • Law No. 40 of 2007 concerning Limited Liability Companies • Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies
Hak Asasi Manusia Human Rights	Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia Law No. 39 of 1999 concerning Human Rights
Praktik Ketenagakerjaan Labor Practices	• Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja • Undang-Undang No. 23 Tahun 1992 tentang Kesehatan • Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan • Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja • Law No.1 of 1970 regarding Occupational Safety • Law No. 23 of 1992 regarding Health • Law No.13 of 2003 concerning Employment • Government Regulation No. 50 of 2012 concerning Occupational Safety and Health Management (SMK3)
Lingkungan Environment	Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup Law No. 32 of 2009 concerning Environmental Protection and Management
Prosedur Operasi yang Wajar Fair Operating Procedure	• Undang-Undang No. 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat • Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 Tentang Pemberantasan Tindak Pidana Korupsi • Law No. 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition • Law No. 20 of 2001 concerning Amendment to Law No.31 of 1999 concerning Eradication of Corruption
Isu Konsumen Consumers Issues	Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen Law No. 8 of 1999 concerning Customers Protection
Perlibatan dan Pengembangan Komunitas/Masyarakat Community Involvement and Development	Undang-Undang No. 13 Tahun 2011 tentang Penanganan Fakir Miskin Law No. 13 of 2011 on the Handling of the Poor and Needy

Informasi tentang Lingkup Tanggung Jawab Sosial Perseroan yang Merupakan Kewajiban Maupun yang Melebihi Kewajiban

Sebagai Perusahaan Badan Usaha Milik Negara, Jasa Raharja diwajibkan untuk melaksanakan Program Kemitraan dan Bina Lingkungan sebagaimana yang diatur dalam Permen BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara. Dalam Permen tersebut, Perseroan diwajibkan untuk melakukan penyisihan laba bersih setelah pajak yang ditetapkan dalam RUPS/Menteri pengesahan Laporan Tahunan BUMN Pembina maksimum sebesar 4% (empat persen) dari laba setelah pajak tahun buku sebelumnya.

Information on the Scope of Corporate Social Responsibility that is Obligation and Exceeding Obligation

As a State-Owned Enterprise, the Company is required to implement the Partnership and Community Development Program as stipulated in the Regulation of the Minister of SOEs No.PER-09/MBU/07/2015 concerning the Partnership and Community Development Program for State-Owned Enterprises. In the regulation, the Company is required to make an allowance for net profit after tax as determined in the GMS/ Minister regarding the ratification of the Company's Annual Report, at maximum 4% (four percent) of the profit after tax in the previous fiscal year.

Di samping kegiatan yang bersifat wajib tersebut, sejak tahun 2008, Jasa Raharja mulai menjalankan program "Mudik Gratis". Program ini dilaksanakan untuk membantu masyarakat kembali ke kampung halamannya untuk merayakan Idul Fitri. Program ini juga dijalankan untuk mengurangi jumlah kasus kecelakaan lalu lintas, terutama bagi pemudik yang menggunakan sepeda motor.

Kegiatan Mudik Gratis juga sangat relevan dengan bisnis yang dijalankan Jasa Raharja yang merupakan Perseroan yang bergerak di bidang asuransi sosial, khususnya asuransi kecelakaan lalu lintas.

Sejak tahun 2015, Jasa Raharja juga mengajak Perseroan BUMN lainnya untuk juga menjalankan program sejenis. Tahun 2020, kegiatan Mudik Gratis tidak diselenggarakan mengingat kondisi pandemi dan larangan mudik dari Pemerintah.

Organiasi pengelola program CSR

Sesuai dengan Keputusan Direksi No. KEP/299/2019 tanggal 27 Desember 2019 tentang Perubahan Kedua atas Keputusan Direksi No. KEP/218/2018 tanggal 13 November 2018 tentang Struktur Organisasi Perusahaan yang disahkan pada 13 November 2018, Pengelolaan tanggung jawab sosial dan lingkungan Perseroan dilakukan oleh Urusan Program Kemitraan dan Bina Lingkungan yang berada di dalam Divisi Keuangan.

In addition to this mandatory activity, since 2008, the Company started to conduct the "Mudik Gratis" program. This program is carried out to help people return to their homes to celebrate Eid. This program is also implemented to reduce the number of traffic accident cases, especially for travelers who use motorcycles.

Mudik Gratis activities are also very relevant to the Company's business, which is a company engaged in the field of social insurance, specifically traffic accident insurance.

Since 2015, the Company has also invited other State-Owned Enterprise to run similar programs. In 2020, Mudik Gratis activity was not held in view of the pandemic conditions and the ban on going home from the Government.

CSR Program Management Organization

In accordance with the Decree of the Board of Directors No. KEP/299/2019 dated December 27, 2019 regarding the Second Amendment to the Decision of the Board of Directors No. KEP/218/2018 dated 13 November 2018 concerning the Company's Organizational Structure which was ratified on November 13, 2018, the management of the Company's social and environmental responsibility is carried out by the Partnership and Community Development Program Affairs which is within the Finance Division.

Strategi Pelaksanaan Program CSR

Jasa Raharja menjalankan program PKBL yang memberikan kesempatan bagi pengusaha mikro kecil dan menengah untuk bisa meminjam dana yang berasal dari PKBL BUMN.

Program Kemitraan (PK) yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri. Adapun untuk PK sendiri terbagi dalam 3 kategori penyaluran, yaitu:

CSR Program Implementation Strategy

Jasa Raharja conducts a Partnership and Community Development Program (PKBL) that provides opportunities for micro, small and medium entrepreneurs to be able to borrow funds from BUMN PKBL.

Partnership Program (PP) aims to improve the capacity of small business to be tough and independent. PP is divided into 3 categories of distribution as follows:

1. Penyaluran dana pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan;
2. Pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha Mitra Binaan;
3. Beban pembinaan yang bertujuan untuk membantu meningkatkan produktivitas Mitra Binaan (MB) serta penelitian dan pengembangan terkait MB yang bersifat hibah.

Sedangkan Program Bina Lingkungan (BL) yang bertujuan untuk memberdayakan/meningkatkan kondisi sosial masyarakat oleh Badan Usaha Milik Negara.

1. Bantuan korban bencana alam;
2. Bantuan pendidikan dapat berupa pelatihan, prasarana dan sarana pendidikan;
3. Bantuan peningkatan kesehatan;
4. Bantuan pengembangan prasarana dan/atau sarana umum;
5. Bantuan sarana ibadah;
6. Bantuan pelestarian alam;
7. Bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan.

Anggaran CSR

Penetapan anggaran Program Kemitraan dan Bina Lingkungan diusulkan sebesar persentase laba bersih yang telah disetujui oleh Direksi (biasanya dengan maksimal biaya sebesar 2%), setelah disetujui oleh Direksi melalui rapat teknis PKBL dengan Kementerian BUMN dengan Deputi terkait mendapatkan pengesahan besaran dana yang akan dialokasikan untuk kegiatan penyaluran dana PKBL, pada Rapat Umum Pemegang Saham Perusahaan akan ditetapkan alokasi yang telah disetujui oleh Deputi terkait untuk kegiatan penyaluran dana PKBL yang akan dilaksanakan.

1. Loan distribution to fund working capital and/or fixed asset purchase to improve production and sales;
2. Additional loan to fund short-term needs to fulfill orders from business partner of Assisted Partners or Mitra Binaan (MB);
3. Assistance fee that aims to help in increasing the productivity of MB and MB-related research and development in the form of grant.

As for Community Development Program, it aims to empower/improve the social condition of the communities by State-Owned Enterprises.

1. Aids for victims of natural disaster;
2. Educational aids in the form of training, educational facilities and infrastructure;
3. Health improvement aids;
4. Public facility and/or infrastructure development aids;
5. Worship facility aids;
6. Natural conservation aids;
7. Social aids for community to eradicate poverty.

Corporate Social and Environmental Responsibility Program Budget

Determination of budget for Partnership and Community Development Program is proposed to be a certain percentage of the net profit as approved by the Board of Directors (commonly no more than 2%), after approval by the Board of Directors through technical meeting of PKBL with the Ministry of SOEs and related Deputies, there will be a legalized amount of fund allocated for PKBL fund distribution, in General Meeting of Shareholders, the allocation that has been approved by the related Deputy will be determined for PKBL fund distribution that will be conducted.

Program Kemitraan Tahun 2020
2020 Partnership Program

Uraian Description	Realisasi 2020 (Rp) 2020 Realization (IDR)	Anggaran (Rp) Budget (IDR)	Capaian (%) Achievements (%)
PENERIMAAN INCOME			
Saldo Awal Initial Balance	758.431.147		
Pengembalian Pokok Pinjaman Repayment of Principal Loan	8.786.646.209	25.000.000.000	35,15
Pendapatan Jasa Adm. Pinjaman Loans Administration Service Income	436.672.049	800.000.000	54,58
Pendapatan Jasa Giro Bank Current Account Service Income	58.409.278		-
Lain-lain Others	11.976.712		-

Program Kemitraan Tahun 2020
2020 Partnership Program

Uraian Description	Realisasi 2020 (Rp) 2020 Realization (IDR)	Anggaran (Rp) Budget (IDR)	Capaian (%) Achievements (%)
Sub Total	**10.052.135.394**	**25.800.000.000**	**38,96**
PENYALURAN DISTRIBUTON			
Pinjaman Program Kemitraan Partnership Program Loans	9.600.000.000	25.000.000.000	38,40
Hibah Program Kemitraan Partnership Program Grant	55.914.396	800.000.000	6,99
Sub total	**9.655.914.396**	**25.800.000.000**	**37,43**
PENGELUARAN EXPENSES			
Biaya Operasional Operational Costs	31.776.752		-
Lain-lain Others	-		-
Sub Total	**9.687.691.148**	**25.800.000.000**	**37,55**
Saldo AKhir ***End Balance***	**364.444.246**	**-**	**-**

Program Bina Lingkungan
Community Development Program

Fitur Bantuan Bina Lingkungan Community Development Assistance Features	Realisasi 2020 (Rp) 2020 Realization (IDR)	Anggaran (Rp) Budget (IDR)	Capaian (%) Achievements (%)
Bencana Alam Natural Disasters	6.870.881.252	6.773.000.000	101,54
Pendidikan Education	7.814.564.756	7.815.000.000	99,99
Kesehatan Health	967.671.266	781.500.000	123,82
Sarana & Prasarana Umum Public Facilities & Infrastructure	1.808.695.172	1.823.500.000	99,19
Sarana Ibadah Worship Facilities	2.344.500.000	2.344.500.000	100,00
Pelestarian Alam Natural Preservation	1.011.177.800	1.302.500.000	77,63
Bansosmas Community Social Assistance	5.232.509.754	5.210.000.000	100,43
Jumlah ***Total***	**26.050.000.000**	**26.050.000.000**	**100,00**

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA

CORPORATE SOCIAL RESPONSIBILITY RELATED TO HUMAN RIGHTS

Komitmen dan Kebijakan Tanggung Jawab Sosial Terkait HAM

Jasa Raharja berkomitmen untuk memastikan aktivitas operasional telah memenuhi aspek perlindungan Hak Asasi Manusia (HAM). Komitmen ini diwujudkan melalui pelaksanaan praktik ketenagakerjaan yang memperhatikan prinsip kemanusiaan serta memastikan tidak terjadi pelanggaran hak asasi manusia termasuk tindakan diskriminasi. Nilai-nilai hak asasi manusia pun telah diatur oleh Jasa Raharja diantaranya praktik non diskriminatif, kebebasan berserikat, pencegahan tenaga kerja anak, pencegahan praktik kerja paksa, dan praktik keamanan yang dimuat dalam *Code Of Conduct* dan Perjanjian Kerja Bersama (PKB).

Program tanggung jawab sosial bidang HAM yang direncanakan Jasa Raharja diantaranya kesetaraan dalam kesempatan kerja dan pengembangan kompetensi, keadilan dalam pengupahan dan tidak ada praktik diskriminasi, tidak adanya praktik kerja paksa, memastikan bahwa Perseroan tidak mempekerjakan tenaga kerja di bawah umur, adanya perlindungan penyaluran aspirasi dan pengaduan pegawai, kesejahteraan pegawai beserta keluarga terjamin, serta suasana kerja yang kondusif, sehat, dan aman. Jasa Raharja memastikan semua hal tersebut tersampaikan melalui sosialisasi kebijakan baik *Code of Conduct* maupun PKB secara berkala.

Commitment and Social Responsibility Policy Regarding Human Rights

Jasa Raharja is committed to ensuring that operational activities meet the aspects of human rights protection. This commitment is realized through the implementation of labor practices that pay attention to humanitarian principles and ensure that there are no violations of human rights including acts of discrimination. Human rights values have also been regulated by Jasa Raharja including non-discriminatory practices, freedom of association, prevention of child labor, prevention of forced labor practices, and security practices contained in the Code of Conduct and Collective Labor Agreements (PKB).

The social responsibility programs in the field of human rights which are planned by Jasa Raharja include equality in employment opportunities and competency development, fairness in wages and no discriminatory practices, no forced labor practices, non-underage worker employment policy of the Company, protection for the distribution of aspirations and employee complaints, guaranteed welfare of employees and their families, as well as a conducive, healthy and safe work atmosphere. Jasa Raharja ensures that all of this is conveyed through periodic dissemination of policies, both in the Code of Conduct as well as Collective Labor Agreement.

Rumusan Tanggung Jawab Sosial Perusahaan Bidang Hak Asasi Manusia

Rumusan tanggung jawab sosial perusahaan bidang hak asasi manusia (HAM), antara lain mengacu pada Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia. Dalam ketentuan tersebut, ditegaskan bahwa negara mengakui dan menjunjung tinggi hak asasi manusia dan kebebasan dasar manusia sebagai hak yang secara kodrati melekat pada dan tidak terpisahkan dari manusia, yang harus dilindungi, dihormati, dan ditegakkan demi peningkatan martabat kemanusiaan, kesejahteraan, kebahagiaan, dan kecerdasan serta keadilan. Dengan demikian, hal itu juga berlaku bagi Perseroan.

Lingkup tanggung jawab sosial perusahaan terkait dengan HAM di Jasa Raharja antara lain meliputi:

1. Isu HAM terkait Ketenagakerjaan
   a. Kebebasan berserikat;
   b. Praktik kerja paksa;
   c. Tenaga kerja di bawah umur;
   d. Kebebasan menjalankan ibadah.
2. Isu HAM terkait Masyarakat
   a. Menghormati hak asasi masyarakat yang berpotensi terdampak dari operasi Perseroan.

Pelaksanaan Inisiatif Tanggung Jawab Sosial Perusahaan di Bidang HAM

Perseroan telah merumuskan sejumlah kegiatan dan anggaran yang berkaitan dengan aspek HAM. Perseroan berkomitmen untuk dapat memenuhi berbagai ketentuan terkait HAM, baik yang berlaku bagi pegawai maupun masyarakat. Pemenuhan ketentuan tersebut dapat dijelaskan sebagai berikut:

Kebebasan Berserikat dan Berkumpul

Penghargaan kepada hak asasi manusia juga diwujudkan Perseroan dengan memberikan kebebasan berserikat bagi pegawai dan aktif dalam organisasi Serikat Pegawai Jasa Raharja (SPJR) sebagaimana diatur dalam Undang-Undang Dasar 1945 Pasal 28 dan Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan. SPJR yang beranggotakan 1.928 orang pegawai pada tahun 2020, merupakan mitra strategis dalam pengembangan Perseroan dan sebaliknya dukungan Perseroan dalam kegiatan SPJR merupakan komitmen dalam melaksanakan prinsip dasar hubungan ketenagakerjaan sesuai dengan Undang-Undang RI tahun 2003 tentang Ketenagakerjaan.

Jasa Raharja juga telah memiliki Perjanjian Kerja Bersama (PKB) antara Perseroan dengan SPJR. PKB di Perseroan terakhir kali diperbaharui pada tahun 2019 sebagaimana tertuang dalam Keputusan No. P/57/SP/2019 dan No. P/SPJR/1/2019 tanggal 26 September 2019 tentang Perjanjian Kerja Bersama antara PT Jasa Raharja dengan Serikat Pekerja Jasa Raharja.

Formulation of Corporate Social Responsibility in Human Rights Sector

The formulation of corporate social responsibility in the field of human rights, among others refers to Law no. 39 of 1999 concerning Human Rights. In these provisions, it is emphasized that the state recognizes and upholds human rights and basic human freedoms as rights that are naturally inherent in and inseparable from humans, which must be protected, respected, and enforced for the sake of increasing human dignity, welfare, happiness, intelligence, and justice. Therefore, it also applies to the Company.

The scope of corporate social responsibility related to human rights at Jasa Raharja includes:

1. Human Rights Issues related to Manpower
   a. Freedom of association;
   b. Forced labor practices;
   c. Underage workers;
   d. Freedom to worship.
2. Human Rights Issues related to Society
   a. Respect the human rights of the community potentially affected by the Company's operations.

Implementation of Social Responsibility Initiatives concerning Human Rights

The Company has formulated a number of activities and budgets related to human rights aspects. The Company is committed to being able to fulfill various provisions related to human rights, both those that apply to employees and the community. The fulfillment of these provisions can be explained as follows:

Freedom of Association and Assembly

Respect towards human rights is also realized by the Company by providing freedom of association for employees and being active in the Jasa Raharja Employee Union (SPJR) as regulated in the 1945 Constitution article 28 and Law no. 13 of 2003 concerning Manpower. The SPJR, which consists of 1.928 employees in 2020, is a strategic partner in the development of the Company, and conversely, the Company's support in SPJR activities is a commitment to implementing the basic principles of labor relations in accordance with the Law of the Republic of Indonesia 2003 concerning Manpower.

Jasa Raharja also has a Collective Labor Agreement (PKB) between the Company and the SPJR. The PKB in the Company was last updated in 2019 as stated in Decision No. P/57/SP/2019 and No. P/SPJR/1/2019 dated September 26, 2019 regarding the Collective Labor Agreement between PT Jasa Raharja and the Jasa Raharja Workers Union.

Praktik Kerja Paksa

Jasa Raharja menerapkan peraturan waktu kerja sesuai Pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan, yaitu 40 jam dalam 1 minggu. Terkait dengan kondisi pandemi pada tahun 2020, Perseroan melakukan sedikit penyesuaian dengan mengubah beberapa ketentuan antara lain pengaturan waktu kerja yang lebih fleksibel sesuai dengan peraturan yang dikeluarkan oleh Pemerintah untuk lebih baik melakukan aktivitas kerja dari rumah.

Forced Labor Practices

The Company applies working hour regulations in accordance with Article 77 of Law No.13 of 2003 concerning Manpower, which is 40 hours a week. In relation to the pandemic conditions in 2020, the Company made slight adjustments by changing several provisions, including more flexible working time arrangements in accordance with regulations issued by the Government to better carry out work activities from home.

Waktu kerja pegawai Jasa Raharja dapat dijelaskan pada tabel berikut:

The Company's working hours is described in the following table:

Uraian Description	Pegawai *Non Shift* Non-Shift Employees	Pegawai *Shift* Shift Employees
Hari kerja | Work days	5 hari | 5 days	-
Jam kerja | Work hours	8 jam/hari | 8 hours/day	-
Hak cuti | Leave rights	12 hari | 12 days	-

Dengan ketentuan di atas, Jasa Raharja memastikan tidak terdapat praktik kerja paksa yang terjadi di Perseroan karena pekerja memiliki waktu istirahat yang cukup. Dan sejak pertama kali berdiri hingga saat ini tidak terdapat laporan kasus pekerja paksa di lingkungan kerja Perseroan.

Based on the provisions above, the Company ensures that there is no forced labor in practice in the Company as the employees have enough resting time. And since its first foundation, there were no report of forced labor in the working environment of the Company.

Selain itu, Perseroan juga memberikan berbagai jenis hak cuti bagi pegawai yang diberikan sesuai dengan kondisi dan keperluan. Pemberian hak cuti tersebut bertujuan untuk memberikan waktu istirahat setelah bekerja sekian waktu sehingga diharapkan dapat meningkatkan produktivitas pegawai setelah kembali bekerja. Hak cuti pegawai yang diberikan oleh Jasa Raharja antara lain:

In addition, the Company also provides various types of leave rights for employees which are given according to the conditions and needs. The granting of leave rights aims to provide rest time after working for a period of time so that it is expected to increase employee productivity when returning to work. The employee leave rights granted by Jasa Raharja include:

Cuti Tahunan

Diberikan kepada Pegawai selama 12 (dua belas) hari kerja setelah Pegawai yang bersangkutan bekerja selama 12 (dua belas) bulan secara terus menerus.

Annual Leave

The Company provides 12 (twelve) days Annual Leave for Employees who have worked for 12 (twelve) months consecutively.

Cuti Besar

Diberikan kepada Pegawai selama 3 (tiga) bulan setelah Pegawai yang bersangkutan bekerja selama 6 (enam) tahun secara terus menerus.

Major Leave

Three months of major leave is provided to Employees who have worked for 6 (six) years consecutively.

Cuti Sakit

Pegawai yang sakit dan tidak masuk bekerja sampai 14 (empat belas) hari kerja berturut-turut wajib menyampaikan pemberitahuan kepada atasannya dan mengajukan permintaan Cuti Sakit kepada Pejabat yang Berwenang dengan melampirkan surat keterangan dokter.

Sick Leave

Sick employees may take sick leave for up to 14 (fourteen) days consecutively provided that the employee notify their supervisor and propose Sick Leave request to an Authorized Official by providing doctor's certificate.

Pegawai yang menderita sakit lebih dari 14 (empat belas) hari kerja berturut-turut harus mengajukan permintaan Cuti Sakit kepada Pejabat yang Berwenang dengan melampirkan surat

Employees who suffer from illness for more than 14 (fourteen) days should propose Sick Leave request to an Authorized Official by providing doctor's certificate to be given Sick Leave for up to

keterangan dokter untuk diberikan Cuti Sakit dengan jangka waktu 1 (satu) bulan dan dapat ditambah paling lama 6 (enam) bulan apabila dipandang perlu berdasarkan surat keterangan dokter yang ditetapkan melalui Keputusan Direksi.

Cuti Bersalin
Lama Cuti bersalin adalah 3 (tiga) bulan, yang dilaksanakan sesuai dengan kondisi kesehatan pegawai.

Cuti karena Alasan Penting
Cuti karena alasan penting diberikan maksimal 3 kali dalam satu tahun.

Cuti di Luar Tanggungan Perusahaan
Diberikan kepada:
1. Pegawai yang suami/istrinya dalam periode tertentu diwajibkan melaksanakan tugas negara dan pegawai tersebut diwajibkan mendampingi tugas suami/istri; atau
2. Pegawai dengan alasan khusus dengan memperoleh izin Direksi; atau
3. Melahirkan anak keempat dan seterusnya.

Pekerja di Bawah Umur
Jasa Raharja memastikan bahwa tidak terdapat pekerja di bawah umur yang bekerja di Perseroan. Hal ini dituangkan dalam persyaratan penerimaan pegawai Perseroan yang mensyaratkan calon pegawai minimal harus berusia 17 (Tujuh Belas) tahun atau telah menamatkan pendidikan jenjang S1.

Kebebasan Menjalankan Ibadah
Jasa Raharja menjamin hak pegawai untuk menjalankan ibadah sesuai agama dan keyakinannya. Perseroan menyediakan fasilitas bagi pegawai untuk beribadah sesuai agama dan keparcayaannya. Di kantor pusat Jasa Raharja terdapat masjid yang digunakan untuk shalat 5 waktu dan juga shalat jumat bagi pegawai muslim. Sedangkan di kantor cabang, Perseroan juga menyediakan fasilitas mushola.

Hingga saat ini, Perseroan baru menyediakan fasilitas beribadah untuk pegawai muslim. Selain karena jumlah pegawai muslim merupakan yang terbanyak, juga kaum muslim memiliki ibadah wajib yang dilaksanakan pada rentang jam kerja Perseroan.

Namun demikian, Perseroan memposisikan semua agama sama. Salah satu bentuk dari komitmen tersebut adalah Perseroan memberikan sumbangan bagi pegawai yang menunaikan Ibadah Haji dan Peribadatan Keagamaan lainnya sesuai dengan Keputusan Direksi No. KEP/227/2012.

Penanganan Korban Kecelakaan
Jasa Raharja bergerak di bidang asuransi kerugian yang memberikan layanan optimal bagi masyarakat Indonesia. Salah satu hak santunan yang diberikan adalah asuransi kecelakaan.

1 (one) month that may be extended to up to 6 (six) months if required, in accordance with doctor's certificate that should be decided through a Decree of the Board of Directors.

Maternity Leave
The length of maternity leave is 3 (three) months, carried out depending on the health condition of the employee.

Leave Due to Urgent Matters
Leave due to urgent matters is given up to 3 (three) days in one year.

Unpaid Leave
Given to:
1. Employees whose spouse for a certain period is obligated to carry out a state duty and the employee is obligated to accompany their spouse; or
2. Employees with specific reasons as permitted by the Board of Directors; or
3. Giving birth to fourth child and so on.

Underage Workers
The Company ensures that there are no underage workers working in the Company. It is stipulated in the requirements of employee recruitment that requires the candidate to be at least 17 (seventeen) years or has fulfilled education in the level of bachelor's degree.

Freedom of Worship
Jasa Raharja guarantees the rights of employees to carry out worship according to their religion and beliefs. The Company provides facilities for employees to worship according to their religion and belief. At Jasa Raharja's head office there is a mosque that is used for the 5 daily prayers and also Friday prayers for Muslim employees. Meanwhile, at the branch office, the Company also provides prayer room facilities.

Until now, the Company has only provided prayer facilities for Muslim employees. Apart from the fact that the number of Muslim employees is the largest, Muslims also have mandatory worship which is carried out during the Company's working hours.

However, the Company positions all religions equally. One form of this commitment is that the Company provides donations for employees who perform the Hajj and other religious services in accordance with the Decree of the Board of Directors No. KEP/227/2012.

Handling of Accident Victims
Jasa Raharja is engaged in loss insurance that provides optimal services for the people of Indonesia. One of the compensation rights provided is accident insurance. The public can report

Masyarakat dapat melaporkan kasus kecelakaan kepada pihak Kepolisian dan atau yang berwajib (Pomal, Syahbandar, dll) untuk kemudian Jasa Raharja akan memproses kelanjutannya.

accident cases to the Police and/or the authorities (Naval Military Police, Harbourmaster, etc.) for which Jasa Raharja will proceed.

Mekanisme Pelayanan Santunan Meninggal Dunia

1. Petugas Jasa Raharja menerima Laporan kecelakaan secara *online* dengan IRSMS Korlantas Polri;
2. Petugas Jasa Raharja melakukan survei ahli waris dan ditunjang dengan verifikasi melalui KK *Online* yang terintegrasi dengan sistem Dukcapil;
3. Petugas Jasa Raharja melakukan penyerahan santunan kepada korban secara transfer, melalui CMS BRI yang siap 24 Jam melakukan penyerahan santunan.

Mechanism of Death Compensation Service

1. Jasa Raharja Officer receives Accident Report online through IRSMS Korlantas Polri (Traffic Corps of the National Police);
2. Jasa Raharja Officer conducts survey of heirs and supported by verification through Online KK integrated with Dukcapil (Civil Registration Office) system;
3. Jasa Raharja Officer reimburses the contribution for the victims by transfer, through 24-hour CMS BRI service available for disbursement of compensation.

Mekanisme Pelayanan Santunan Luka-luka

1. Petugas Jasa Raharja menerima Laporan Kecelakaan secara *online* melalui:
   a. IRSMS Korlantas Polri;
   b. Integrasi Sistem JR dengan RS;
   c. Insiden (*Integrated System for Traffic Accident*) kerja sama integrasi sistem Jasa Raharja dengan BPJS Kesehatan.
2. Petugas mengunjungi korban di RS dan memastikan keterjaminan korban kepada pihak RS melalui Surat Jaminan *Online* (GL-*Online*).

Mechanism of Injury Compensation Service

1. Jasa Raharja Officer receives Accident Report online through:
   a. IRSMS Korlantas Polri;
   b. Integrated JR and Hospital System;
   c. Insiden (Integrated System for Traffic Incidents) integrated collaboration between Jasa Raharja and BPJS Kesehatan System.
2. Officer visits the victim in the Hospital and ensures the protection of victim to the Hospital through Online Insurance Letter (GL-Online).

Pasien tidak perlu mengeluarkan biaya karena Rumah sakit secara otomatis menagihkan biaya rawatan ke Jasa Raharja.

The victim does not need to pay anything as the Hospital will automatically charge the cost to Jasa Raharja.

Penghormatan Kepada Hak Adat Masyarakat Setempat

Perseroan menghormati hak dasar dari masyarakat, khususnya masyarakat yang berada di sekitar lokasi operasional Perseroan. Karena itu, Perseroan melakukan sejumlah pendekatan yang terintegrasi dengan program CSR. Perseroan memastikan pendekatan, interaksi, komunikasi, dan pelibatan masyarakat sekitar area operasi dilakukan tanpa intimidasi, penuh rasa hormat dan pemahaman terhadap budaya setempat serta hak-hak masyarakat adat dan dilandasi dengan prinsip saling menguntungkan.

Respect for the Indigenous Rights of Local People

The Company respects the basic rights of the community, especially the communities around the Company's operational locations. Therefore, the Company takes a number of approaches that are integrated with the CSR program. The Company ensures that the approach, interaction, communication, and involvement of the community around the operational area is carried out without intimidation, full of respect, and understanding of local culture, and the rights of indigenous peoples and based on the principle of mutual benefit.

Prosedur dan Mekanisme Pengaduan Pelanggaran HAM

Tatkala terjadi pelanggaran HAM, Perseroan telah memiliki sarana pengaduan dan mekanisme penyelesaiannya, sebagai berikut:

Procedure and Mechanism for Complaints of Human Rights Violations

In the event of human rights violation, the Company implements grievance procedure and settlement mechanism as follows:

Perihal Concerning	Sarana yang Digunakan Facilities	Mekanisme Penyelesaian Settlement Mechanism
Hubungan Industrial Industrial Relationship	Atasan Langsung dan Serikat Pekerja Jasa Raharja Direct Supervisor and Labor Union of the Company	Penyelesaian secara kekeluargaan maupun melalui perundingan Bipartit, Tripartit hingga Pengadilan Hubungan Industrial. Amicable settlement or through bipartite or tripartite negotiation to Industrial Relationship Court

Perihal Concerning	Sarana yang Digunakan Facilities	Mekanisme Penyelesaian Settlement Mechanism
Diskriminasi Discrimination	Atasan Langsung dan Serikat Pekerja Jasa Raharja Direct Supervisor and Labor Union of the Company	Penyelesaian secara kekeluargaan atau melalui mekanisme hubungan industrial. Amicable settlement or through industrial relationship mechanism
Pelayanan Nasabah Customer Service	*Call Center, SMS Center, Website* Perseroan dan Sosial Media Call Center, SMS Center, the Company's Website, and Social Media	Merespon pertanyaan yang masuk melalui sarana *Call Center, SMS Center, Website* maupun di Sosial Media dan memisahkan pertanyaan sesuai dengan kategorinya yaitu klaim asuransi, informasi, ucapan terima kasih dan komplain/pengaduan. Setelah sudah dikategorikan kemudian dikordinasikan dengan unit kerja atau kantor cabang yang bersangkutan untuk dapat membantu menindalanjutinya. Responding questions asked through the Call Center, SMS Center, Website, and Social Media and categorize the questions as insurance claim, information, expression of gratitude, and complaint/grievance. After being categorized, the questions will be coordinated with related units or branch office to follow up.

Capaian Kegiatan

Selama tahun 2020 Jasa Raharja tidak menerima pengaduan terkait pelanggaran hak asasi manusia seperti pengaduan tindakan diskriminasi, insiden pelanggaran maupun pengaduan terkait kebebasan berserikat di lingkungan kerja serta insiden kerja paksa yang dialami pekerja. Hal ini dipengaruhi oleh upaya penerapan dan pengawasan terhadap praktik ketenagakerjaan telah dijalankan dengan baik oleh seluruh jajaran Perseroan. Penerapan keseluruhan program tersebut telah memberikan manfaat bagi seluruh jajaran Perseroan di antaranya terciptanya lingkungan kerja yang kondusif, aman, dan nyaman sehingga meningkatkan loyalitas pegawai dan membentuk citra positif Perseroan serta mendukung tujuan pembangunan berkelanjutan.

Activities Achievement

In 2020, Jasa Raharja did not receive complaints related to human rights violations such as complaints of acts of discrimination, incidents of violations, or complaints related to freedom of association in the work environment and incidents of forced labor experienced by workers. This is influenced by the implementation and supervision of labor practices that have been carried out well by all levels of the Company. The implementation of the entire program has provided benefits for all levels of the Company including the establishment of a conducive, safe, and comfortable work environment so as to increase employee loyalty and establish a positive image of the Company and support sustainable development goals.

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

CORPORATE SOCIAL RESPONSIBILITY TO FAIR OPERATIONS

Komitmen dan Kebijakan

Jasa Raharja menerapkan kegiatan operasional dengan memperhatikan hak para pemangku kepentingan sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan atas kepentingan seluruh *stakeholder*. Kegiatan operasional yang adil dalam Perseroan antara lain praktik bebas dari korupsi dan suap, netralitas dalam isu-isu politik, menghormati kekayaan intelektual, berkompetisi dengan adil serta patuh pada hukum dan regulasi. Jasa Raharja telah mengatur semua hal tersebut dalam Pedoman Pelaksanaan Pelaporan dan Pengendalian Gratifikasi, Pedoman *Whistleblowing System*, *Code of Conduct*, kebijakan benturan kepentingan dan Pedoman Pengadaan Barang dan/atau Jasa. Kebijakan tersebut senantiasa ditinjau secara berkala untuk memastikan bahwa setiap ketentuan relevan dengan kondisi dan pertumbuhan bisnis Perseroan.

Perumusan Tanggung Jawab Sosial Perusahaan Terkait Operasi yang Adil

Jasa Raharja melakukan pemetaan terhadap dampak dan isu sosial, ekonomi dan lingkungan terkait prinsip operasi yang adil. Perseroan meyakini, terlaksananya tanggung sosial di bidang operasi yang adil sangat bergantung pada tingkah laku dan tindakan seluruh pegawai Perseroan. Karena itu, Perseroan telah memiliki kebijakan yang mengatur sikap dan perilaku yang harus dilakukan oleh seluruh

Commitment and Policies

Jasa Raharja implements operational activities by taking into account the rights of the stakeholders so as to create a harmonious relationship and create a balance between the interests of all stakeholders. Fair operational activities in the Company include free practices from corruption and bribery, neutrality in political issues, respect for intellectual property, as well as fair competition and compliance with laws and regulations. Jasa Raharja has regulated all of these matters in the Guidelines for Implementation of Gratification Reporting and Control, Guidelines for Whistleblowing System, Code Of Conduct, and conflict of interest policies and Guidelines for the Procurement of Goods and/or Services. This policy is reviewed periodically to ensure that every provision is relevant to the conditions and growth of the Company's business.

Formulation of Corporate Social Responsibility to Fair Operation

The Company carries out mapping of social, economic, and environmental impacts and issues relating to fair operation principle. The Company believes that the implementation of social responsibility in equal operations depends on the behavior and actions of all employees. Therefore, the Company has put in place policies that manage behavior and attitudes to be implemented

pegawai tanpa terkecuali, yaitu Kode Etik Perusahaan. Kode Etik Perusahaan merupakan langkah antisipatif yang dilakukan untuk mencegah pegawai Jasa Raharja melakukan praktik-praktik yang bertentangan dengan prinsip operasi yang adil.

Ruang lingkup pelaksanaan tanggung jawab sosial terkait dengan praktik operasi yang adil yang ditekankan oleh Perseroan, saat ini adalah pencegahan benturan kepentingan, penerapan anti korupsi, dan kompetisi yang sehat. target dan rencana Kegiatan Jasa Raharja berusaha untuk melaksanakan berbagai kebijakan tanggung jawab sosial terkait dengan operasi yang adil secara konsisten dan konsekuen sehingga dapat memberikan manfaat bagi Perseroan, pemegang saham dan para pemangku kepentingan lainnya.

Program Sosialisasi Kode Etik dan Pedoman GCG

Terlaksananya tanggung sosial di bidang operasi yang adil sangat bergantung pada tingkah laku dan tindakan seluruh pegawai Perseroan, dan Jasa Raharja telah mengatur sikap dan etika kerja yang harus dilakukan oleh pegawai dalam Pedoman Kode Etik sebagai langkah antisipatif untuk mencegah pegawai Jasa Raharja melakukan praktik-praktik yang bertentangan dengan prinsip operasi yang adil. Pedoman Kode Etik senantiasa disosialiasikan kepada seluruh pegawai secara berkala dengan memberikan buku saku Pedoman Perilaku kepada pegawai pada saat penerimaan pegawai baru di Perseroan selain itu Perseroan juga memasang poster dan *standing banner* di beberapa titik di gedung kantor yang berisi kampanye anti korupsi dan WBS.

Pelaksanaan Inisiatif Tanggung Jawab Sosial *Core Subject* Operasi yang Adil

Jasa Raharja bersungguh-sungguh dalam mewujudkan pengembangan yang berkelanjutan dan melaksanakan tanggung jawab sosial terkait operasi yang adil dengan sebaik-baiknya melaui beberapa kegiatan yang umumnya telah rutin dilaksanakan Perseroan.

Pencegahan Benturan Kepentingan

Kebijakan Pengelolaan Benturan Kepentingan telah diatur dalam Pedoman Benturan Kepentingan yang merupakan salah satu bagian dari Panduan *(Guidelines)* Untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) berdasarkan Keputusan Bersama Dewan Komisaris dan Direksi No. DK/02/SP/2017 dan No. P/34/SP/2017 tentang Panduan (*Guidelines*) untuk Mendukung Implementasi Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Anti Korupsi dan Gratifikasi

Jasa Raharja mendukung penuh sikap Pemerintah untuk memberantas korupsi di segala lini. Kebijakan anti korupsi merujuk pada Undang-Undang No. 20 Tahun 2001 tentang perubahan atas Undang-Undang No. 31 Tahun 1999 tentang pemberantasan Tindak Pidana Korupsi. Untuk itu, Perseroan memiliki sejumlah kebijakan sebagai berikut:

by all employees without exception, i.e. the Code of Conduct. The Code of Conduct is an anticipative effort implemented to prevent the employees of Jasa Raharja from carrying out practices that contradicts fair operation principles.

The implementation scope of social responsibility concerning fair operations as highlighted by the Company currently is prevention of conflict of interest, implementation of anti-corruption initiative, and healthy competition. The Company strives to implement various responsibility policies concerning fair operation consistently and consequently to provide benefits for the Company, shareholders, and other stakeholders.

GCG Code of Ethics and Guidelines Dissemination Program

The implementation of social responsibility in the field of fair operations is highly dependent on the behavior and actions of all employees of the Company, and Jasa Raharja has regulated the attitudes and work ethics that must be carried out by employees in the Code of Conduct as an anticipatory step to prevent Jasa Raharja employees from conducting unethical practices. against the principle of fair operation. The Code of Conduct is always disseminated to all employees on a regular basis by providing a Code of Conduct pocket book to employees at the time of recruitment of new employees. In addition, the Company also installs posters and standing banners at several points in the office building containing anti-corruption and WBS campaigns.

Implementation of the Social Responsibility Initiative on Fair Operation Core Subject

Jasa Raharja is serious about realizing sustainable development and carrying out social responsibility related to fair operations as well as possible through several activities that are generally routinely carried out by the Company.

Prevention of Conflict of Interest

Conflict of Interest Management Policy has been regulated in the Guidelines for Conflict of Interest, which is one part of the Guidelines to Support the Implementation of Good Corporate Governance based on Joint Decree of the Board of Commissioners and Board of Directors No. DK/02/SP/2017 and No. P/34/SP/2017 concerning Guidelines to Support the Implementation of Good Corporate Governance.

Anti-Corruption and Gratification

The Company fully supports the Government to eradicate corruption in any line. Anticorruption policy refers to Law No.20 of 2001 concerning Amendment to Law No.31 of 1999 concerning Eradication of Corruption. Therefore, the Company holds some policies as follows:

1. Kebijakan Pengendalian Gratifikasi
   Kebijakan penerimaan dan pemberian gratifikasi diatur dalam Pedoman Pengendalian Gratifikasi PT Jasa Raharja yang berisi prinsip-prinsip etis yang berlaku dan harus dipatuhi oleh semua insan Perseroan. Jasa Raharja menyadari bahwa dalam membina hubungan bisnis dengan relasi/mitra kerja Perseroan terdapat hal-hal yang tidak dapat dihindari seperti pemberian dan/atau penerimaan hadiah, imbalan, cendera mata maupun jamuan bisnis. Insan Jasa Raharja berpandangan bahwa hadiah, imbalan, cendera mata dan jamuan bisnis atau gratifikasi harus dikelola dengan tepat melalui mekanisme dan saluran yang resmi sesuai aturan perundang-undangan yang berlaku, agar tidak menimbulkan benturan kepentingan yang akan mempengaruhi pengambilan keputusan penting dalam menjalankan usaha Perseroan.

   Insan Jasa Raharja akan mendorong Perseroan agar semua pengeluaran yang berkaitan dengan pemberian hadiah, imbalan, cendera mata dan jamuan usaha harus diotorisasi pejabat Perseroan yang berwenang.

2. Kewajiban Kepatuhan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)
   Kewajiban Kepatuhan LHKPN diatur dalam pedoman pelaporan LHKPN PT Jasa Raharja yang berisi panduan dan aturan yang harus dipatuhi oleh Pejabat Wajib Lapor yang dibuat untuk menjaga reputasi Perseroan sebagai Perseroan yang berintegritas dan mendasarkan setiap keputusannya kepada pertimbangan bisnis yang taat hukum.

3. Larangan Praktik Suap
   Suap adalah perbuatan memberi atau menjanjikan sesuatu kepada pejabat dengan maksud agar pejabat yang bersangkutan melakukan pelanggaran atas kewajiban yang seharusnya dilaksanakan atau yang seharusnya tidak dilaksanakan. Termasuk dalam kategori suap adalah pemberian tidak wajar di luar norma-norma yang ada kepada pejabat pemerintah, swasta atau pihak lain yang berkaitan dengan jabatannya/perannya.

   Terhadap praktik suap, Insan Jasa Raharja harus mencegah dan menghindari penyuapan dalam cara dan bentuk apapun, baik di dalam lingkungan Perseroan maupun dalam melakukan aktivitas bisnis Perseroan, antara lain dalam pelayanan jasa publik, pengelolaan SDM. insan Jasa Raharja harus menolak suap dan tidak akan mengarahkan orang lain untuk melakukan penyuapan dalam segala bentuknya, antara lain dalam proses pengadaan barang dan jasa, pengelolaan SDM.

1. Gratification Control Policy
   Policy regarding giving and receiving gratification is governed by Gratification Control Guidelines of PT Jasa Raharja containing the prevailing ethical principles to be complied with by all employees. Jasa Raharja is aware that in creating business relationship with business partners, there are some actions that cannot be avoided, such as giving and/or receiving gift, award and/or reward, souvenir, or business dinner. The employees of Jasa Raharja believe that gift, award, souvenirs, and business dinner or gratification shall be managed well based on the mechanism and legal channels in compliance with the prevailing laws and regulations, in order to avoid conflict of interest that could influence important decision making process in carrying out business activities of the Company.

   The Company's personnel shall encourage the company so that all expenses concerning gift, award, souvenirs, and business dinner shall be approved by an authorized official of the Company.

2. The Obligation to Comply with Reports on Assets of State Officials (LHKPN)
   The Obligation to Comply with Reports on assets of State Officials (LHKPN) is governed in Guidelines for LHKPN reporting of PT Jasa Raharja containing guidelines and regulations to be adhered to by Reporting Officials to maintain the Company's reputation as a company with integrity whose all decisions are based on law-abiding business considerations.

3. Prohibition of Bribery
   Bribery is an activity to give or promise something to an official with the intent that the said official to violate an obligation that should or should not be fulfilled. Bribery includes non-reasonable giving beyond common norms to government officials, private business, or other parties in relation to their position/role.

   The Company employees shall prevent and avoid bribery practice in any manner and form, whether internally in the Company or externally in carrying out business activities of the Company, including in public service and human resource management. The Company employees shall refuse bribery and shall not direct to another individual to carry out bribery in any form, including but not limited to in goods and services procurement and human resource management.

Kebijakan Anti Pencucian Uang

Dalam mengantisipasi terjadinya tindak pencucian uang dan *fraud*, Jasa Raharja melakukan edukasi dan pelatihan terkait aktivitas tersebut. Perseroan memberikan edukasi dan mengadakan *workshop* Satuan Pengawasan Intern yang diikuti oleh seluruh staf SPI dengan tentang *fraud*, antisipasi dan tindak lanjutnya. Kegiatan *workshop* diisi dengan kegiatan transfer *knowledge* oleh narasumber profesional dan berkompeten di bidangnya dengan materi *Fraud and it's Prevention*, penanganan audit khusus dan *Internal Control Self-Assessment*.

Selain itu, kegiatan *workshop* juga diisi dengan diskusi dalam rangka penataan organisasi SPI ke depan guna meningkatkan profesionalisme auditor SPI yang dituangkan dalam rumusan hasil kegiatan dan telah disampaikan kepada manajemen.

Hubungan Bisnis dengan Pihak Terkait

Seringnya benturan kepentingan terjadi dalam hubungan bisnis yang dilakukan antara Perseroan dengan Pihak Terkait. Hubungan bisnis dapat memberikan keuntungan kepada salah satu dari kedua belah pihak, yang berpotensi menimbulkan kerugian bagi Perseroan, oleh karenanya setiap hubungan bisnis yang terjadi antar Perseroan dengan pihak ketiga wajib dievaluasi, dimonitor dan diungkapkan sesuai ketentuan yang berlaku, termasuk sebagaimana diatur dalam ketentuan perundang-undangan yang dapat dilakukan secara berkala.

Anti Monopoli dan Persaingan Usaha Tidak Sehat

Jasa Raharja senantiasa berkomitmen dan siap bersaing secara sehat, menentang monopoli dan *antitrust* dalam setiap kegiatan bisnisnya. Untuk memenangkan persaingan, Perseroan berupaya semaksimal mungkin menjunjung tinggi etika bisinis dan peraturan yang berlaku dengan menjaga informasi sangat rahasia, rahasia, dan terbatas ke pesaing, melarang Insan Jasa Raharja untuk merusak nama baik pesaing dan menyebarkan isu tidak benar mengenai pesaing; tidak menunjukan sifat konfrontatif; atau hal lain yang sekiranya dapat menimbulkan benturan kepentingan.

Pengadaan Barang dan Jasa yang Transparan dan Wajar

Perseroan berupaya mengelola rantai pasok secara wajar sesuai dengan kebutuhan dalam menopang kegiatan operasional Perseroan. Jasa Raharja memberikan kesempatan kepada seluruh pihak untuk menjadi mitra atau vendor Perseroan sesuai dengan persyaratan dan ketentuan yang berlaku di Perseroan. Perseroan telah menyediakan akses terhadap pedoman pengadaan, informasi pelelangan dan *e-procurement* melalui *website* Perseroan dan melakukan proses pengadaan secara terbuka sesuai ketentuan Perseroan dalam rangka menjaga penerapan prinsip transparansi dalam proses pengadaan Perseroan. Uraian lebih lanjut terkait Pengadaan Barang dan Jasa telah dijelaskan pada bagian Tata Kelola Perusahaan.

Anti-Money Laundering Policy

To anticipate the occurrence of money laundering and fraud, the Company conducts education and training regarding such activities. The Company provides education and holds training attended by all Internal Audit Unit staff concerning fraud, anticipation, and follow up. The workshop is filled with transfer knowledge process from professional and competent speakers concerning Fraud and Its Prevention, special audit handling, and Internal Control Self-Assessment.

In addition, discussion is also conducted during the workshop in order to design Internal Audit Unit organization in the future to improve professionalism of Internal Audit Unit auditors as stipulated by the summary of activity results and has been reported to the management.

Business Relations with Relevant Parties

Business relations built between the Company and Relevant Parties may provide benefits to the Relevant Parties, thus potential to create conflict of interest, therefore such business relations shall be evaluated, monitored, and disclosed in accordance with the prevailing laws and regulations, including as regulated in statutory provisions which can be carried out periodically.

Anti-Monopoly and Unhealthy Business Competition

In carrying out the business, the Company seeks to compete in healthy way, disagreeing with monopoly and antitrust. To win the competition, the Company makes every effort to uphold business ethics and applicable regulations by keeping information very confidential and limited to competitors, prohibiting Jasa Raharja personnel from damaging the reputation of competitors and spreading false rumors about competitors; by not showing a confrontational nature; or other matters that may cause a conflict of interest.

Transparent and Fair Procurement of Goods and Services

The Company strives to manage the supply chain fairly in accordance with the needs to support the Company's operational activities. Jasa Raharja provides opportunities for all parties to become partners or vendors of the Company in accordance with the terms and conditions applicable in the Company. The Company has provided access to procurement guidelines, auction information, and e-procurement through the Company's website and carried out an open procurement process in accordance with Company regulations in order to maintain the application of the principle of transparency in the Company's procurement process. Further description regarding the Procurement of Goods and Services has been explained in the Corporate Governance section.

Ketentuan pengadaan barang dan jasa di lingkungan PT Jasa Raharja dilaksanakan sesuai dengan Standar Prosedur Operasi Pengadaan Barang dan Jasa berdasarkan Keputusan Direksi No. Kep/90.3/2020 Tanggal 30 April 2020. Standar Prosedur Operasi Pengadaan Barang dan Jasa ini disusun sebagai bagian dari implementasi Tata Kelola Perusahaan yang Baik dan menjadi Standar bagi seluruh Unit Kerja di PT Jasa Raharja dalam melakukan proses bisnisnya, khususnya pada bidang pengadaan barang dan jasa, sehingga dapat memberikan keseragaman dan Standar baku bagi organisasi, serta berdampak pada peningkatan pelayanan bagi masyarakat dan seluruh pemangku kepentingan PT Jasa Raharja.

Kebijakan umum mengenai Pengadaan Barang dan Jasa di lingkungan PT Jasa Raharja adalah sebagai berikut:

1. Meningkatkan kualitas perencanaan yang konsolidatif dan strategi Pengadaan Barang dan Jasa untuk mengoptimalkan *value for money*;
2. Menyelaraskan tujuan pengadaan dengan pencapaian tujuan perusahaan;
3. Melaksanakan Pengadaan Barang dan Jasa yang lebih transparan, kompetitif dan akuntabel;
4. Mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri, rancang bangun dan perekayasaan nasional, serta perluasan kesempatan bagi usaha kecil;
5. Memberi kesempatan pada pelaku usaha nasional dan usaha kecil;
6. Memperkuat kapasitas kelembagaan dan sumber daya manusia pengadaan barang dan jasa yang penuh kemandirian dan tanggung jawab;
7. Memanfaatkan teknologi informasi;
8. Memberikan kesempatan kepada anak perusahaan dan/atau sinergi antar BUMN/Anak Perusahaan/Perusahaan Terafiliasi BUMN;
9. Melaksanakan pengadaan yang strategis, modern, inovatif;
10. Memperkuat pengukuran kinerja pengadaan dan pengelolaan risiko.

Penghargaan Terhadap Hak Kekayaan Intelektual

Tahun 2020 Jasa Raharja belum menerima penghargaan yang terkait dengan hak kekayaan intelektual.

Provisions for the procurement of goods and services within PT Jasa Raharja are carried out in accordance with the Standard Operating Procedures for the Procurement of Goods and Services based on the Decree of the Board of Directors Number Kep/90.3/2020 dated April 30, 2020. This Standard Operating Procedure for the Procurement of Goods and Services is prepared as part of the implementation of Good Corporate Governance and become a standard for all Work Units at PT Jasa Raharja in carrying out their business processes, especially in the field of procurement of goods and services, so as to provide uniformity and standards for the organization, and have an impact on improving services for the community and all stakeholders of PT Jasa Raharja .

General policies regarding the Procurement of Goods and Services in PT Jasa Raharja are as follows:

1. Improve the quality of a consolidated planning and strategy for the Procurement of Goods and Services to optimize value for money;
2. Align procurement objectives with the achievement of Company goals;
3. Implement more transparent, competitive and accountable procurement of goods and services;
4. Prioritize domestic products in accordance with the provisions for the utilization of domestic production, national design and engineering, as well as expanding opportunities for small businesses;
5. Provide opportunities for National and small businesses;
6. Strengthen institutional capacity and human resources for the procurement of goods and services that are full of independence and responsibility;
7. Utilize information technology;
8. Provide opportunities for subsidiaries and/or synergies between SOEs/Subsidiaries/SOE Affiliated Companies;
9. Implement strategic, modern, and innovative procurement;
10. Strengthening procurement performance measurement and risk management.

Appreciation toward Intellectual Property Rights

In 2020 Jasa Raharja has not received any awards related to the Intellectual Property Rights.

Prosedur dan Mekanisme Pengaduan Pelanggaran Operasi yang Adil

Terkait adanya pelanggaran terhadap prinsip operasi yang adil yang dilakukan oleh Perseroan maupun pegawai Perseroan, seluruh pemangku kepentingan dapat melakukan pelaporan dengan menggunakan saluran *whistleblowing system* yang dikelola Perseroan. Setiap laporan yang masuk akan terlebih dahulu diverifikasi untuk kemudian ditindaklanjuti sesuai dengan kewenangan Perseroan.

Capaian yang Diperoleh

Sepanjang tahun 2020, Jasa Raharja tidak memiliki kasus indikasi korupsi dan suap yang dihadapi oleh anggota Dewan komisaris, anggota Direksi maupun pegawai serta tidak berpartisipasi baik secara langsung maupun tidak langsung kepada partai politik. Hal ini dipengaruhi oleh penerapan *Code of Conduct* yang baik serta partisipasi pemangku kepentingan yang turut mendukung penerapan program tanggung jawab sosial terhadap operasi yang adil. Pencapaian ini diharapkan dapat memberikan manfaat baik secara langsung dan tidak langsung bagi *stakeholder* berupa hubungan kerja yang harmonis sehingga mendukung pertumbuhan dan keberlanjutan bisnis jangka panjang Perseroan.

Fair Operations Violation Complaints Procedures and Mechanisms

Regarding the violation of the fair operation principle by the Company and the Company's employees, all stakeholders can report using the whistleblowing system channel managed by the Company. Each incoming report will first be verified and then followed up in accordance with the authority of the Company.

Achievements

Throughout 2020, Jasa Raharja did not have any cases of indications of corruption and bribery faced by members of the Board of Commissioners, members of the Board of Directors, and employees. The Company also did not participate either directly or indirectly with political parties. This is influenced by the implementation of a good Code of Conduct and the participation of stakeholders who also support the implementation of social responsibility programs for fair operations. This achievement is expected to provide benefits both directly and indirectly for stakeholders in the form of a harmonious working relationship so as to support the Company's long-term business growth and sustainability.

TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITY TO THE ENVIRONMENT

Komitmen Dan Kebijakan

Jasa Raharja meyakini bahwa lingkungan hidup merupakan salah satu faktor utama yang berpengaruh terhadap keberlangsungan usaha Perseroan. Kerusakan lingkungan, baik darat, air maupun udara, akan berimbas dan berdampak negatif bagi manusia. Selain bencana alam yang silih berganti dan iklim yang mengalami anomali, kerusakan dan pencemaran lingkungan terbukti memicu munculnya penyakit baru atau bangkitnya penyakit lama yang sangat mengganggu kesehatan manusia. Hal tersebut pada akhirnya akan mempengaruhi keberlangsungan usaha Perseroan.

Menyadari besarnya bahaya dan dampak yang muncul akibat kerusakan lingkungan, Jasa Raharja berupaya semaksimal mungkin untuk mengambil peran dan terlibat dalam upaya pelestarian lingkungan/bumi.

Jasa Raharja sebagai salah satu Badan Usaha Milik Negara (BUMN) berkomitmen untuk ikut membangun kepedulian terhadap lingkungan sebagai bentuk dukungan terhadap Perjanjian Paris. Untuk itu, Perseroan berupaya untuk mempraktikkan operasional Perseroan yang ramah lingkungan dan meminimalkan dampak negatif bagi lingkungan dengan memaksimalkan prinsip 3R *(reduce, reuse*, dan *recycle*). Kepedulian lingkungan juga diwujudkan Perseroan melalui pelaksanaan Program Bina Lingkungan.

Selain melalui dana untuk pelestarian alam, langkah konkret yang dilakukan Perseroan untuk mendukung dan melestarikan lingkungan adalah melakukan efisiensi penggunaan sumber daya alam yang kian terbatas, penghematan keras, energi (listrik dan bahan bakar minyak), air serta mengurangi penggunaan bahan perusak ozon.

Commitment and Policy

The Company believes that the environment is a main factor that impacts to business sustainability of the Company. Environmental damages, be it in land, sea, or air, will affect and impact negatively to human. In addition to natural disasters and climate anomaly, environmental damages and pollution are proven to trigger the emergence of new diseases or reappearance of old disease that disrupts human health. In the end, it would impact the business sustainability of the Company.

Being aware of the danger and impact due to environmental damages, Jasa Raharja strives to implement efforts as much as possible to take a role and be engaged in the efforts to conserve the environment/the Earth.

Jasa Raharja, as a State-Owned Enterprise (SOE), is committed to contribute for the environment as a support of Paris Agreement. Therefore, the Company strives to implement operations that is environmentally friendly to minimize the negative effect for the environment by maximizing the principles of 3R (reduce, reuse, and recycle). Environmental awareness is also implemented by the Company through the execution of Community Development Program.

Beside allocating more fund for environment conservation, another concrete action conducted by the Company to support and conserve the environment is efficiency of nonrenewable natural resource utilization by decreasing paper usage, energy usage (electricity and oil fuel), water usage, and decreasing the usage of ozone-depleting substances.

Target Dan Rencana Kegiatan CSR Lingkungan Tahun 2020

1. Meminimalkan pencemaran lingkungan dan dampak terhadap lingkungan lainnya akibat operasional Perseroan;
2. Efisiensi pada seluruh kegiatan operasional yang menggunakan energi;
3. Perbaikan dan peningkatan kualitas hidup secara keseluruhan.

Dampak Terhadap Lingkungan dari Kegiatan Perusahaan

Komitmen Jasa Raharja dalam kegiatan pelestarian lingkungan maupun program tanggung jawab sosial terhadap lingkungan sekitar (masyarakat) berjalan secara konsisten meskipun bidang usaha Perseroan tidak bersinggungan maupun berdampak langsung terhadap lingkungan hidup sebagaimana tergambar dalam bagan berikut ini:

Target and Plan of Environmental CSR Activities in 2020

1. Minimizing environmental pollution and other environmental impacts generated by operations of the Company;
2. Conducting efficiency in all operational activities that use energy;
3. Creating improvement and increase of living quality in overall.

Impact on the Environment from Company Activities

Jasa Raharja's commitment in environmental conservation activities and social responsibility programs for the surrounding environment (community) runs consistently eventhough the Company's business fields do not intersect or have a direct impact on the environment as illustrated in the following chart:

Dampak & Risiko Langsung | Direct Impacts and Risks

Uraian/Keterangan/Mitigasi | Description/Remarks/Mitigation

Bidang usaha Jasa Raharja merupakan asuransi sosial sehingga tidak memiliki kaitan secara langsung dengan lingkungan hidup. Oleh karenanya Perseroan tidak mempersiapkan tindakan/mitigasi mengenai hal tersebut

Jasa Raharja's line of business is social insurance so it does not have a direct relationship with the environment. Therefore, the Company did not prepare any action/mitigation regarding this matter

Dampak & Risiko Tidak Langsung | Indirect Impacts and Risks

Uraian Description	**Keterangan** Remarks	**Mitigasi** Mitigation
Penggunaan kertas Paper usage	Jumlah terbatas Limited resource	**Efisiensi penggunaan kertas** | **Efficiency of paper usage** Memanfaatkan teknologi seperti surat elektronik, progam aplikasi (SIAP JR) sebagai pengganti kertas Utilize technology such as electronic mail, application program (SIAP JR) instead of paper
Penggunaan bahan bakar fosil Fossil fuel usage	Jumlah terbatas Limited resource	**Efisiensi/Penghematan BBM** | **Efficiency of Fossil fuel usage** • Penggunaan BBM dengan Ron 92 ke atas mis: Pertamax • dll • Fuel usage with Ron of 92 and above, for example: Pertamax • Etc
Limbah domestik Domestic waste	Jumlah terbatas Limited resource	Penyediaan tempat pembuangan sampah dan mengatur pengangkutan sampah dilakukan setiap hari Provision of garbage disposal sites and arrangement for waste transportation to be carried out every day
Penggunaan air Water usage	Jumlah terbatas Limited resource	**Efisiensi penggunaan air** | **Efficiency of Water usage** • Menghimbau pegawai untuk melakukan penghematan dalam penggunaan air yang dipakai dalam kantor seperti di kamar mandi dan tempat wudhu • Urge employees to make savings in the use of water used in offices such as in bathrooms and ablution places
Emisi CO CO Emissions	Jumlah terbatas Limited resource	• Penggunaan AC non CFC • Melakukan perawatan mesin kendaraan agar emisi gas buang di bawah ambang batas • Use of non CFC air conditioner • Perform vehicle engine maintenance so that exhaust emissions are below the threshold
Energi listrik Electricity	Jumlah terbatas Limited resource	**Efisiensi dalam penggunaan listrik** | **Efficiency of electricity consumption** • Mematikan lampu ketika pegawai sudah pulang • Mengganti bohlam dengan bola lampu LED • Penggunaan lampu hanya pada titik yang dianggap perlu • Memperbanyak panel kaca jendela sebagai pengganti cahaya lampu • dll • Turn off the lights when the employee goes home • Replace light bulbs with LED bulbs • Use of lights only at points deemed necessary • Increase window panes of glass as a substitute for light. • etc

Kegiatan dan Capaian Kegiatan

Aktivitas Operasional Perseroan memberikan dampak terhadap kelestarian lingkungan hidup baik secara langsung maupun tidak langsung. Jasa Raharja melakukan beberapa upaya dalam meminimalisir dampak dari kegiatan operasi yang dapat mengganggu lingkungan serta melakukan inisiatif pelestarian lingkungan hidup.

Uraian lebih lengkap terkait tanggung jawab sosial di bidang lingkungan hidup Perseroan dapat dilihat pada Laporan Keberlanjutan yang diterbitkan Perseroan secara terpisah.

Efisiensi Energi

Jasa Raharja memanfaatkan energi listrik untuk menunjang operasional Perseroan sehari-hari sebagai penerangan dan sumber energi berbagai peralatan elektronik. Walaupun demikian Perseroan menyadari akan keterbatasan ketersediaan energi tersebut dan mulai menggunakan sumber energi secara lebih bijaksana dengan melakukan banyak penghematan dan efisiensi antara lain dengan:

1. Mengganti lampu atau bohlam biasa di perkantoran dengan LED yang menyerap energi lebih sedikit tapi memberikan efek terang yang lebih;
2. Mematikan semua lampu ketika pegawai sudah pulang;
3. Menyalakan lampu hanya di luar gedung hanya pada titik-titik yang dianggap perlu;
4. Mengatur mesin pengatur udara/AC tidak pada posisi suhu terdingin;
5. Membangun gedung-gedung baru yang lebih ramah lingkungan, yakni dengan memperbanyak panel kaca sehingga ruangan cukup terang tanpa harus menyalakan lampu listrik di waktu siang;
6. Mengganti sistem pendingin gedung dari *chiller* menjadi sistem VRF.

Pengelolaan Emisi

Jasa Raharja berkomitmen menekan dampak negatif efek rumah kaca dan kerusakan lapizan ozon akibat penggunaan berbagai jenis emisi, seperti CO2, emisi Bahan Perusak Ozon (BPO), dan Emisi Gas Rumah Kaca (GRK) merupakan salah satu masalah serius bagi warga dunia karena merupakan penyebab utama pemanasan global. Emisi tersebut banyak disumbang oleh penggunaan atau konsumsi bahan bakar berbahan fosil.

Untuk itu, Perseroan melakukan berbagai upaya untuk mengurangi penggunaan bahan bakar fosil, yang antara lain dilakukan dengan cara:

- Pengaturan penggunaan kendaraan operasional secara optimal disesuaikan dengan kebutuhan dan penggunaan untuk kegiatan operasional.

Per 31 Desember 2020, penggunaan BBM tercatat sebanyak 140.784 liter turun dibanding tahun 2019 dengan penggunaan BBM sebesar 238.025 liter. Penurunan terjadi karena efisiensi penggunaan BBM.

Activities and Outcomes

The Company's operational activities have an impact on environmental sustainability, either directly or indirectly. Jasa Raharja made several efforts to minimize the impact of operating activities that could disrupt the environment and carried out environmental conservation initiatives.

A more complete description of the Company's social responsibility in the environmental sector can be seen in the Sustainability Report which is published separately by the Company.

Energy Efficiency

Jasa Raharja consumes electrical energy to support the Company's daily operations as lighting and energy sources for various electronic equipment. However, the Company is aware of the limited availability of energy and has begun to use energy sources more wisely by making a lot of savings and efficiency, among others by:

1. Replace ordinary lamps or light bulbs in offices with LEDs that absorb less energy but provide more brightness;
2. Turn off all lights when the employee has gone home;
3. Turn on the lights only outside the building, and only at points deemed necessary;
4. Set the air conditioner not in the coldest temperature position;
5. Construct new buildings that are more environmentally friendly, namely by increasing the number of glass panels so that the room is bright enough without having to turn on electric lights during the day;
6. Change the building's cooling system from a chiller to a VRF system.

Emission Management

Jasa Raharja is committed to reducing the negative impact of the greenhouse effect and the damage to the ozone layer due to the use of various types of emissions, such as CO2, Ozone Depleting Substances (BPO) emissions, and Greenhouse Gas (GHG) emissions, which are a serious problem for the world's citizens because they are the main cause of global warming. Most of these emissions are contributed by the use or consumption of fossil fuels.

To that end, the Company makes various efforts to reduce the use of fossil fuels, which include:

- The regulation of the use of operational vehicles is optimally adjusted to the needs and usage for operational activities.

As of December 31, 2020, fuel usage was recorded at 140.784 liters, or a decrease when compared to 2019's fuel usage of 238.025 liters. The decrease occurred due to the efficiency of fuel use.

Selain emisi yang disebabkan oleh BBM, Perusahaan juga melakukan pengelolaan terhadap emisi bahan perusak ozon (BPO) yang menjadi salah satu sumber perubahan iklim. BPO adalah senyawa kimia yang berpotensi dapat bereaksi dengan molekul ozon di lapisan stratosfer. BPO biasa terdapat di mesin pendingin ruangan (AC), kulkas, dan tabung pemadam api.

Penggunaan BPO akan menyebabkan terjadinya penipisan lapisan ozon yang mengakibatkan terjadinya degradasi lingkungan, keterbatasan sumber air bersih, kerusakan rantai makanan di laut, menurunnya hasil produksi pertanian dan sebagainya. Oleh karena dampak buruk akibat pemanfaatan BPO sangat besar, Perseroan mendukung penuh kebijakan Pemerintah untuk memperketat penggunaan BPO. Langkah konkret yang dilakukan Perseroan adalah menggunakan AC dengan refrigeran (zat pendingin) yang ramah lingkungan. Kebijakan yang sama berlaku untuk penggunaan APAR (Alat Pemadam Api Ringan), yaitu menggunakan zat pemadam non-Halon.

Dengan demikian, Perseroan ikut andil dalam upaya untuk mencegah penipisan/terjadinya lubang lapisan ozon di atmosfer yang memicu pemanasan global dan potensial menimbulkan masalah bagi bumi dan penduduknya.

Efisiensi Penggunaan Kertas

Hingga saat ini, operasional Jasa Raharja masih membutuhkan kertas. Kertas digunakan untuk pengisian hal-hal yang bersifat administratif, khususnya yang berkaitan dengan pelanggan. Selain itu, Perseroan juga menggunakan kertas untuk keperluan internal.

Jasa Raharja terus berupaya untuk menggurangi penggunaan kertas dalam operasionalnya. Salah satu langkah yang dilakukan adalah melalui digitalisasi layanan dan berbagai langkah efisiensi penggunaan kertas yang dilakukan, seperti penggunaan kertas bekas untuk pencetakan dokumen yang masih berupa *draft*, surat menyurat internal dengan menggunakan *email*, dan berbagai langkah lainnya.

Salah satu terobosan yang dilakukan Perseroan adalah dengan mengimplementasikan *Managed Print Service* di Kantor Pusat dan Kantor Cabang yang bertujuan agar penggunaan *printer*, kertas dan *toner* dapat mencapai sasaran secara efektif dan efisien serta Implementasi Sistem Informasi Aplikasi Persuratan Jasa Raharja *Mobile* (SIAP JR) dengan konsep *Paperless Administration*, yaitu berbagai dokumen dan peraturan Perseroan dikirim dan disimpan secara elektronik.

Tahun 2020, jumlah penggunaan kertas di Kantor Pusat Jasa Raharja mencapai 1.330 rim, turun dibandingkan tahun 2019 yang tercatat sebanyak 1.640 rim.

Pengelolaan Limbah

Limbah yang dihasilkan oleh PT Jasa Raharja merupakan limbah padat dan juga limbah cair sehingga Perseroan menerapkan prinsip 3R *(Reduce, Reuse, Recycle)* dalam pengelolaan limbah

In addition to emissions caused by fuel, the Company also manages emissions of ozone-depleting substances (BPO) which are one of the sources of climate change. BPO is a chemical compound that has the potential to react with ozone molecules in the stratosphere. BPO are commonly found in air conditioners (AC), refrigerators, and fire extinguishers.

The use of BPO will cause depletion of the ozone layer which results in environmental degradation, limited sources of clean water, damage to the marine food chain, decreased agricultural production, and so on. Because the negative impact of using BPO is very huge, the Company fully supports the Government's policy to tighten the use of BPO. The concrete steps taken by the Company are to use air conditioners with environmentally friendly refrigerants. The same policy applies to the use of APAR (Light Fire Extinguishers), namely by using of non-Halon extinguishing agents.

Therefore, the Company takes part in efforts to prevent the depletion/occurrence of the ozone layer hole in the atmosphere which triggers global warming and has the potential to cause problems for the earth and its inhabitants.

Efficiency of Paper Usage

Until now, Jasa Raharja's operations are still in dire need of paper. Paper is used for filling in administrative matters, especially those related to customers. In addition, the Company also uses paper for internal purposes.

Jasa Raharja continues to strive to reduce the use of paper in its operations. One of the steps taken is through the digitization of services and various efficiency measures in the use of paper, such as the use of used paper for printing documents that are still in the form of drafts, internal correspondence using email, and various other steps.

One of the breakthroughs made by the Company is to implement Managed Print Service at the Head Office and Branch Offices which aims to use printers, paper and toners to achieve targets effectively and efficiently as well as the Implementation of the Jasa Raharja Mobile Mailing Application Information System (SIAP JR) with the Paperless Administration concept, namely various documents and regulations of the Company sent and stored electronically.

In 2020, the amount of paper used at the Jasa Raharja Head Office reached 1,330 reams, or a decrease when compared to 2019 which was recorded at 1,640 reams.

Waste Management

The waste produced by PT Jasa Raharja is a solid waste as well as liquid waste, so the Company applies the 3R (Reduce, Reuse, Recycle) principle in managing the waste. The Company has

tersebut. Perseroan telah menjalankan berbagai program sebagai upaya pengelolaan limbah tersebut diantaranya mengurangi pemakaian kertas, memisahkan tempat sampah untuk yang dapat didaur ulang dan tidak dapat didaur ulang. Jasa Raharja menyiapkan tempat pembuangan akhir sampah kantor di area belakang untuk kemudian berkoordinasi dengan Pemerintah Daerah dalam pengambilan sampah setiap harinya. Sedangkan untuk limbah cair dialirkan ke saluran pembuangan air kotor yang sudah sesuai dengan standard tata bangunan yang ditentukan. Pengelolaan air kotor dilakukan oleh PT PAL.

implemented various programs in an effort to manage the waste, including reducing the use of paper and separating trash cans for recyclable and non-recyclable ones. Jasa Raharja prepares a final disposal site for office waste in the back area to then coordinate with the Regional Government in collecting waste every day. As for the liquid waste, it is channeled into a sewer that is in accordance with the specified building code standards. The management of dirty water is carried out by PT PAL.

Program Penghijauan

Tahun 2020, Jasa Raharja melanjutkan program penanaman pohon yang memiliki daya serap karbon tinggi, seperti tabebuya, bambu, mangrove dan beberapa jenis pohon lainnya. Program penanaman pohon dilakukan oleh Kantor Cabang dengan jenis pohon yang disesuaikan dengan kebutuhan dan ketersediaan di wilayah masing-masing.

Tahun 2020, Perseroan menanam sebanyak 27.945 pohon, meningkat dibandingkan tahun-tahun sebelumnya yang masing-masing sebanyak 19.764 pohon dan 5.304 pohon.

Greening Program

In 2020, Jasa Raharja continued the program of planting trees that have high carbon absorption, such as trumpet trees, bamboo, mangroves, and several other tree species. The tree-planting program is conducted by Branch Offices with tree types that are tailored to the needs and availability in their respective regions.

In 2020, the Company planted 27,945 trees, which was an increase compared to the previous years' number which was 19,764 trees and 5,304 trees, respectively.

Dampak Kuantitatif Inisiatif Tanggung Jawab Sosial di Bidang Lingkungan Hidup

Salah satu dampak dari berbagai kegiatan tanggung jawab sosial di bidang lingkungan hidup, Jasa Raharja berhasil menurunkan biaya energi listrik di tahun 2020. Penggunaan listrik sepanjang tahun 2020 berkurang signifikan terkait kegiatan aktivitas kerja yang banyak dilakukan di rumah, tercatat sebesar 1.227.433 KwH sehingga terlihat adanya penurunan dibandingkan tahun 2019 yaitu sebesar 1.433.486 KwH.

The Quantitative Impact of Social Responsibility Initiatives in the Environmental Sector

One of the impacts of various social responsibility activities in the environmental sector, is the Company's success in reducing the cost of electrical energy in 2020. The electricity consumption throughout 2020 was significantly reduced due to work activities that are mostly carried out at home. It was recorded at 1,227,433 KwH, or a decrease when compared to 2019 which was 1,433,486 KwH.

Mekanisme Pengaduan Masalah Lingkungan

Sepanjang tahun 2020, tidak terdapat pengaduan dari masyarakat terkait pencemaran dan kerusakan lingkungan hidup yang ditimbulkan oleh operasional Perseroan. Namun demikian, Perseroan tetap memberikan kesempatan kepada masyarakat untuk melakukan pengaduan jika mendapati aktivitas Perseroan yang mencemari atau merusak lingkungan. Pengaduan yang masuk akan ditindaklanjuti oleh Divisi Umum yang juga bertanggung jawab terhadap pelaksanaan SHE (*Safety, Health and Environment*) dan Divisi Sekretaris Perusahaan yang bertanggung jawab atas hubungan masyarakat.

Mechanism of Complaints for Environmental Issues

Throughout 2020, there were no complaints from the public regarding pollution and environmental damage caused by the Company's operations. However, the Company continues to provide opportunities for the public to file complaints if they find that the Company's activities pollute or damage the environment. Incoming complaints will be followed up by the General Division which is also responsible for the implementation of SHE (safety, health and environment) and the Corporate Secretary Division which is responsible for public relations.

Penghargaan dan Sertifikasi di Bidang Lingkungan Hidup

Tahun 2020 Jasa Raharja belum menerima penghargaan yang terkait dengan lingkungan hidup.

Awards and Certifications on Environment

In 2020 Jasa Raharja has not received any awards related to the environment.

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITY TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Komitmen dan Kebijakan

Keberadaan pegawai yang berkualitas merupakan unsur penting yang mendukung kelancaran kegiatan operasional. Pencapaian kinerja Perseroan salah satunya dipengaruhi oleh produktivitas dan loyalitas pegawai.

Jasa Raharja berkomitmen untuk memberikan dan menjamin hak-hak pegawai dengan menerapkan sejumlah program sebagai wujud tanggung jawab perusahaan terhadap aspek ketenagakerjaan dan K3 sesuai dengan Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan dan Peraturan Menteri Tenaga Kerja No. 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja. Dasar hukum lainnya yang menjadi landasan bagi Jasa Raharja dalam menjalin hubungan kerja dengan pegawai antara lain Perjanjian Kerja bersama (PKB) yang terakhir kali diperbaharui pada tahun 2016 dan telah disetujui bersama dalam Keputusan No. P/57/SP/2019 dan No. P/SPJR/1/2019 tanggal 26 September 2019 tentang Perjanjian Kerja Bersama antara PT Jasa Raharja (Persero) dengan Serikat Pekerja Jasa Raharja. Dengan demikian Perseroan secara resmi telah memastikan seluruh kegiatan terkait Ketenagakerjaan beserta penanganan isunya dapat terfasilitasi dengan baik.

Commitments and Policies

The existence of qualified employees is an important element that supports the smooth operations. One of the Company's performance achievements is influenced by employee productivity and loyalty.

Jasa Raharja is committed to providing and guaranteeing employee rights by implementing a number of programs as a manifestation of the Company's responsibility for labor and OSH aspects in accordance with Law no. 13 of 2003 concerning Manpower and Regulation of the Minister of Manpower No. 5 of 1996 concerning Occupational Health and Safety Management System. Other legal bases that serve as the basis for Jasa Raharja in establishing working relationships with employees include the Collective Labor Agreement (PKB), which was last updated in 2016 and has been mutually agreed upon in Decision No. P/57/SP/2019 and No. P/SPJR/1/2019 dated September 26, 2019 regarding the Collective Labor Agreement between PT Jasa Raharja (Persero) and the Jasa Raharja Workers Union. Therefore, the Company has officially ensured that all activities related to Manpower and the handling of issues can be properly facilitated.

Lingkup dan Perumusan Tanggung Jawab Sosial Bidang Ketenagakerjaan, Kesehatan dan Keselamatan

Kerja Lingkup kegiatan tanggung jawab sosial perusahaan terkait ketenagakerjaan, kesehatan dan keselamatan kerja terdiri dari pada program ketenagakerjaan (meliputi keseteraan *gender* dalam kesempatan kerja, keseteraan dalam program pendidikan dan pelatihan, penggunaan tenaga kerja lokal, remunerasi, promosi, kebebasan berserikat dan pelatihan pensiun, serta program pemberian fasilitas kesehatan serta program keselamatan kerja.

Rencana Kegiatan Tanggung Jawab Sosial Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Terciptanya hubungan industrial yang harmonis dan saling mendukung merupakan target utama Perseroan. Hal tersebut dikarenakan Perseroan sangat menyadari bahwa faktor hubungan industrial memiliki korelasi yang sangat erat dengan kinerja perusahaan.

Jasa Raharja menyusun rencana kegiatan dalam pengelolaan aspek ketenagakerjaan, kesehatan dan keselamatan kerja sebagaimana dimuat dalam Rencana Kerja dan Anggaran Perseroan yang masuk ke dalam program pendukung.

Kegiatan dan Capaian Kegiatan

Kesetaraan *Gender*

Jasa Raharja memberikan kesempatan yang sama bagi semua orang, baik laki-laki maupun perempuan, untuk mengikuti proses rekrutmen yang dilakukan Perseroan. Jasa Raharja tidak memandang perbedaan etnik, agama, ras, kelas, *gender*, ataupun kondisi fisik untuk mengikuti program rekrutmen pegawai. Pengangkatan calon pegawai didasarkan atas hasil seleksi, hasil evaluasi pada masa percobaan dan orientasi pegawai.

Pada tahun 2020, jumlah pegawai Jasa Raharja adalah sebanyak 1.928 orang, dimana 1.464 orang berjenis kelamin laki-laki sedangkan pegawai yang berjenis kelamin perempuan sebanyak 464 orang. Kendati komposisi pegawai Perseroan lebih didominasi oleh pegawai laki-laki, namun hal tersebut bukan disebabkan Jasa Raharja tidak mendukung *gender diversity*, melainkan karena jumlah peminat dan hasil seleksi calon pegawai lebih didominasi oleh laki-laki.

Jasa Raharja memberikan kesempatan yang sama bagi seluruh pegawai untuk mengembangkan karir tanpa mempertimbangkan *gender*. Selain itu, Perseroan juga tidak membedakan fasilitas dan *benefit* bagi pegawai laki-laki dan perempuan.

Remunerasi dan Kesejahteraan Pegawai

Peningkatan kesejahteraan pegawai mempengaruhi produktivitas dan loyalitas kerja pegawai. Hal ini mendorong Jasa Raharja untuk senantiasa memberikan kompensasi yang layak dan adil sebagai imbal jasa terhadap hasil kinerja pegawai. Gaji seluruh pegawai baik wanita maupun laki-laki telah sesuai dengan ketentuan upah minimum yang ditetapkan Pemerintah. Selain itu, Perseroan juga memberikan sejumlah insentif berdasarkan kinerja pegawai sebagai bentuk apresiasi sehingga pegawai dapat senantiasa meningkatkan produktivitasnya.

Scope and Formulation of Social Responsibility in the Field of Employment, Health and Safety

The Scope of work of corporate social responsibility activities related to employment, occupational health and safety consists of employment programs (covering gender equality in employment opportunities, equality in education and training programs, use of local workers, remuneration, promotion, freedom of association and retirement training, and program for providing health facilities and work safety programs.

Social Responsibility Activity Plan for Employment, Occupational Health and Safety

The establishment of harmonious and mutually supportive industrial relations is the main target of the Company. This is because the Company is very aware that industrial relations factors have a very close correlation with the Company's performance.

Jasa Raharja prepares an activity plan in managing aspects of employment, occupational health and safety as contained in the Company's Work Plan and Budget which is included in the supporting program.

Activities and Outcomes

Gender Equality

Jasa Raharja provides equal opportunity for everyone, both male and female workers, without discrimination of ethnics, religion, race, class, gender, or physical condition for employment recruitment program. Appointment of prospective employees is based on the results of selection, evaluation results during the probationary period and employee orientation.

As of the end of 2020, the number of Jasa Raharja employees is 1928 employees with 1.464 male employees and 464 female employees. Although the composition of the Company's employees is dominated by male employees, this is not because Jasa Raharja does not support gender diversity, but because the number of applicants and the results of the selection of prospective employees are dominated by men.

Jasa Raharja provides equal opportunities for all employees to develop their careers without considering gender. In addition, the Company also does not differentiate facilities and benefits for male and female employees.

Remuneration and Employee Welfare

Increasing employee welfare affects employee productivity and work loyalty. This encourages Jasa Raharja to always provide proper and fair compensation as a reward for employee performance results. The salaries of all employees, both male and female, are in accordance with the minimum wage provisions set by the Government. In addition, the Company also provides a number of incentives based on employee performance as a form of appreciation so that employees can continuously improve their productivity.

Remunerasi atau imbalan kerja yang diberikan mencakup imbalan kerja jangka pendek, jangka panjang dan imbalan pascakerja serta pesangon pemutusan hubungan kerja. Remunerasi yang diberikan kepada pegawai terdiri dari upah, tunjangan kinerja, THR dan bonus tanpa membedakan ras, golongan, *gender* maupun agama. Selain itu Perseroan juga menyertakan pegawainya dalam program penjamin masa depan seperti dana pensiun Jasa Raharja, Jaminan Hari Tua (JHT), Tunjangan Hari Tua (THT).

Pemberian remunerasi terhadap seluruh lapisan pegawai diberikan dengan berpedoman pada filosofi kompensasi yaitu *Pay for Position*, *Pay for Person* dan *Pay For Performance*. Terkait hal tersebut Jasa Raharja berupaya untuk meminimalisasi *gap* remunerasi antar lapisan pegawai sebagaimana tabel berikut:

The remuneration or employee benefits provided include short-term, long-term, and post-employment benefits as well as termination benefits. The remuneration given to employees consists of wages, performance allowances, religious allowances (THR) and bonuses regardless of race, class, gender or religion. In addition, the Company also includes its employees in future guarantee programs such as the Jasa Raharja pension fund, Old Age Security (JHT), and Old Age Allowance (THT).

Remuneration for all levels of employees is given based on the compensation philosophy, namely Pay for Position, Pay for Person and Pay For Performance. Related to this, Jasa Raharja seeks to minimize the remuneration gap between layers of employees as shown in the following table:

Uraian Description	**Rasio** Ratio
Gaji pegawai tertinggi dan terendah | Highest and lowest salary of employee	13.01 : 1
Gaji Direksi tertinggi dan terendah | Highest and lowest salary of the Board of Directors	1.18 : 1
Gaji Komisaris tertinggi dan terendah | Highest and lowest salary of the Board of Commissioners	1.11 : 1
Gaji Direksi tertinggi dan pegawai tertinggi | Highest salary of the Board of Directors and highest salary of employee	2.46 : 1

Selain memberikan remunerasi, dalam rangka meningkatkan kesejahteraan pegawai, Perseroan juga memberikan *benefit* dan fasilitas lainnya kepada pegawai sesuai dengan jenjang jabatannya. Secara umum, *benefit* dan fasilitas yang diberikan Perseroan kepada pegawai adalah sebagai berikut:

1. Pembayaran Tunjangan Kinerja Individu Semester II Tahun 2019 pada tanggal 13 Maret 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/15/2020 tanggal 12 Maret 2020 tentang Pembayaran Tunjangan Kinerja Individu Semester II Tahun 2019;
2. Pembayaran Tunjangan Hari Raya Keagamaan Tahun 2020 bagi pegawai beragama Hindu pada tanggal 11 Maret 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/13/2020 tanggal 5 Maret 2020 tentang Pemberian Tunjangan Hari Raya Keagamaan Tahun 2020;
3. Pembayaran Jasa Produksi Tahun 2019 pada tanggal 6 April 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/24/2020 tanggal 2 April 2020 tentang Pembayaran Jasa Produksi Tahun Buku 2019;
4. Pembayaran Tunjangan Hari Raya Keagamaan Tahun 2020 bagi pegawai beragama Budha pada tanggal 24 April 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/13/2020 tanggal 5 Maret 2020 tentang Pemberian Tunjangan Hari Raya Keagamaan Tahun 2020;
5. Pembayaran Tunjangan Hari Raya Keagamaan Tahun 2020 bagi pegawai beragama Islam pada tanggal 8 Mei 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/13/2020 tanggal 5 Maret 2020 tentang Pemberian Tunjangan Hari Raya Keagamaan Tahun 2020;

Other than providing remuneration, in order to improve employee welfare, the Company provides other benefits and facilities to the employees in accordance with their roles and position. In general, benefits and facilities provided by the Company are as follows:

1. Disbursement of Individual Performance Allowance of the 2nd Semester of 2019 on March 13, 2020, in accordance with the Circular Letter of the Head Office Number P/SE/15/2020 dated March 12, 2020, concerning Disbursement of Individual Performance Allowance of the 2nd Semester of 2019;
2. Disbursement of Religious Holiday Allowances of 2020 for employees with Hindu religion on March 11, 2020, in accordance with Head Office Circular Number P/SE/13/2020 dated March 5, 2020, regarding the Disbursement of Religious Holiday Allowances of 2020;
3. Payment for Production Services in 2019 on April 6, 2020, in accordance with Circular Letter of the Head Office Number P/SE/24/2020 dated April 2, 2020, concerning Payment for Production Services for the Fiscal Year 2019;
4. Disbursement of Religious Holiday Allowances of 2020 for Buddhist employees on April 24, 2020, in accordance with Head Office Circular Number P/SE/13/2020 dated March 5, 2020, regarding the Disbursement of Religious Holiday Allowances of 2020;
5. Disbursement of Religious Holiday Allowances of 2020 for Muslim employees on May 8, 2020, in accordance with Head Office Circular Number P/SE/13/2020 dated March 5, 2020, concerning Disbursement of Religious Holiday Allowances of 2020;

6. Pembayaran Tunjangan Hari Raya Keagamaan Tahun 2020 bagi pegawai beragama Kristen Katolik dan Kristen Protestan pada tanggal 11 Desember 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/13/2020 tanggal 5 Maret 2020 tentang Pemberian Tunjangan Hari Raya Keagamaan Tahun 2020;
7. Pembayaran Tunjangan Kinerja Individu Semester I Tahun 2020 pada tanggal 29 Desember 2020 sesuai Surat Edaran Kantor Pusat No. P/SE/66/2020 tanggal 28 Desember 2020 tentang Pembayaran Tunjangan Kinerja Individu Semester I Tahun 2020;
8. Pembayaran Cuti Besar Pegawai periode Januari s.d. Desember 2020 sebanyak 238 orang;
9. Pengadaan Pakaian Kerja Pegawai berdasarkan P/SE/22/2020 tanggal 27 Maret 2020 tentang Pakaian Kerja Pegawai Tahun 2020;
10. Pembayaran Iuran Jaminan Sosial Tenaga Kerja BPJS Ketenagakerjaan periode Januari s.d. Desember 2020 sebesar Rp25.784.057.445 (dua puluh lima miliar tujuh ratus delapan puluh empat juta lima puluh tujuh ribu empat ratus empat puluh lima rupiah);
11. Pembayaran Iuran Jaminan Kesehatan Nasional (JKN) BPJS Kesehatan PT Jasa Raharja periode Januari s.d. Desember 2020 sebesar Rp11.800.889.813 (Sebelas milyar delapan ratus juta delapan ratus delapan puluh sembilan ribu delapan ratus tiga belas rupiah);
12. Pembayaran Premi InHealth untuk periode Maret s.d. November 2020 sebesar Rp15.599.661.200 (Lima belas miliar lima ratus sembilan puluh sembilan juta enam ratus enam puluh satu ribu dua ratus rupiah) dan Perpanjangan Kontrak Jaminan Kesehatan Inhealth periode Desember 2020 s.d. Februari 2021 sebesar Rp9.147.408.300 (Sembilan miliar seratus empat puluh tujuh juta empat ratus delapan ribu tiga ratus rupiah);
13. Pembayaran Premi Inhealth Selisih Pembayaran TW I 2020 & TW IV 2020 sebesar Rp71.491.400 (Tujuh puluh satu juta empat ratus sembilan puluh satu ribu empat ratus rupiah);
14. Sumbangan Ibadah Keagamaan;
15. Sumbangan Pemakaman;
16. Sumbangan Bencana Alam.

Pengembangan Kualitas dan Kompetensi SDM

Untuk mewujudkan visi dan misi, Perseroan terus berupaya untuk meningkatkan kualitas dan kapasitas SDM yang dimilikinya dengan menyelenggarakan program pendidikan dan pengembangan kompetensi secara berkesinambungan.

Pelaksanaan program pendidikan dan pengembangan kompetensi dilakukan untuk seluruh pegawai Perseroan dengan mempertimbangkan kebutuhan Perseroan. Namun demikian, Jasa Raharja memastikan bahwa setiap pegawai memperoleh hak yang sama untuk mengikuti program pedidikan dan pengembangan kompetensi dalam rangka untuk menunjang pengembangan kariernya.

6. Disbursement of Religious Holiday Allowances of 2020 for Catholic and Protestant employees on December 11, 2020, in accordance with Head Office Circular Number P/SE/13/2020 dated March 5, 2020, concerning Disbursement of Religious Holiday Allowances of 2020;
7. Disbursement of Individual Performance Allowance for the 1st Semester of 2020 on December 29, 2020, in accordance with Circular Letter of Head Office Number P/SE/66/2020 dated December 28, 2020, concerning Disbursement of Individual Performance Allowance for the 1st Semester of 2020;
8. Disbursement of Employee Leaves for the Period of January to December 2020 of as many as 238 people;
9. Procurement of Employee Work Clothes based on P/SE/22/2020 dated March 27, 2020, regarding Employee Work Clothes in 2020;
10. Payment of the Contribution of Social Security BPJS Ketenagakerjaan for the period of January to December 2020 of IDR25,784,057,445,- (twenty-five billion seven hundred eighty-four million fifty-seven thousand four hundred forty-five rupiah);
11. Payment of the Contribution of National Health Insurance (JKN) BPJS Kesehatan of all PT Jasa Raharja personnel for the period January to December 2020 of IDR11,800,889,813,- (Eleven billion eight hundred million eight hundred eighty-nine thousand eight hundred and thirteen rupiahs);
12. Payment of InHealth Premium for the period March to November 2020 of IDR15,599,661,200,- (Fifteen billion five hundred ninety-nine million six hundred sixty-one thousand two hundred rupiahs) and the Extension of the Inhealth Health Insurance Contract for the period of December 2020 to February 2021 of IDR9,147,408,300,- (Nine billion one hundred forty-seven million four hundred eight thousand three hundred rupiah);
13. Payment of the difference between Q1 2020 & Q4 2020 payments of Inhealth Premiums with the amount of IDR71,491,400,- (Seventy one million four hundred ninety-one thousand four hundred rupiah);
14. Religious Worship Contribution;
15. Burial Contribution;
16. Natural Disaster Contribution.

HR Quality and Competency Development

To realize its vision and missions, the Company continues to strive in improving the quality and capacity of its human resources by organizing education and competency development programs on an ongoing basis.

The implementation of education and competency development programs is carried out for all employees of the Company by taking into account the needs of the Company. However, Jasa Raharja ensures that every employee has the same rights to participate in education and competency development programs in order to support career development.

Tahun 2020, Jasa Raharja menyelenggarakan 231 program pendidikan dan pengambangan kompetensi, baik diselenggarakan secara *in house* maupun yang diselenggarakan oleh pihak ketiga. Program tersebut diikuti oleh 3.486 peserta. Untuk melaksanakan program tersebut, Perseroan mengeluarkan biaya sebesar Rp17,12 miliar.

Keselamatan Dan Kesehatan Kerja Pegawai

Jasa Raharja menerapkan pelaksanaan aspek Kesehatan dan Keselamatan Kerja (K3) sebagai salah satu bentuk penerapan Tata Kelola Perusahaan yang Baik. Pelaksanaan aspek K3 di Perusahaan dilandasi atas Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja dan Undang-Undang No. 23 tahun 1992 tentang Kesehatan.

Perusahaan menyadari bahwa K3 merupakan hal yang utama, sekalipun lingkungan kerja berada di dalam ruangan dengan tujuan meminimalisir kemungkinan risiko kerja serta penyakit yang mungkin timbul selama bekerja sehingga menigkatkan produktivitas dan efisiensi kerja.

Fasilitas Kesehatan Pegawai

Jasa Raharja memberikan fasilitas dan *benefit* kepada pegawai dan keluarganya yang terkait bidang kesehatan. Perseroan memberikan tunjangan kesehatan bagi pegawai dan keluarganya melalui Perusahaan asuransi komersial dan BPJS Kesehatan, yang meliputi rawat jalan, rawat inap, pemeriksaan kesehatan (*medical check up*) dan kesehatan gigi. Dalam hal fasilitas kesehatan bagi pasangan dan anak pegawai, Perseroan tidak membedakan antara hak yang diterima oleh pegawai laki-laki dan perempuan.

Selain itu Perseroan juga menyediakan fasilitas kesehatan dalam kantor guna memberikan pelayanan jasa medis atau kedokteran kepada pegawai. Fasilitas ini bertujuan untuk memberikan proteksi dan biaya pertanggungan asuransi saat menjalani pemeriksaan kesehatan atau perawatan di rumah sakit termasuk jaminan bagi karyawati dan istri pegawai yang menjalani persalinan.

Fasilitas K3

Perseroan telah aktif secara berkala melakukan identifikasi bahaya/aspek dan penilaian terhadap risiko/dampak K3, lingkungan dan pengamanan yang ada dalam semua aktivitas dan aset Perseroan. Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) di Perseroan mengacu pada Peraturan Menteri Tenaga Kerja No. 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja yang telah disempurnakan. Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) di Perseroan mengacu pada Peraturan Menteri Tenaga Kerja No. 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja yang telah disempurnakan dengan Peraturan Pemerintah No. 50 Tahun 2012 tentang sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).

In 2020, Jasa Raharja organizes 231 educational programs and competency development, both held in-house and organized by third parties. The program was attended by 3,486 participants. To implement the program, the Company incurs a fee of Rp17.12 billion.

Employee Occupational Health and Safety

The Company implements Occupational Health and Safety (OHS) as a form of Good Corporate Governance implementation. The implementation of OHS aspect in the Company is based on Law No.1 of 1970 regarding Occupational Safety and Law No.23 of 1992 regarding Health.

The Company is aware that OHS is an important aspect, even though the working environment is within a room in order to minimize the potential occupational risks and diseases that may arise during work, so that it can improve productivity and efficiency.

Employee Health Facility

The Company provides facilities and benefits to the employees and their family members regarding health. The Company provides health allowance for employees and their family members through commercial insurance providers and BPJS Kesehatan, which covers outpatient treatment, inpatient treatment, medical checkup, and dental health. As for health facility for employees' spouses and children, the Company does not discriminate the rights obtained by male workers and female workers.

In addition, the Company provides in-office health facility as well to provide medical service to the employees. Such facility aims to provide protection and insurance fund when when they are being examined or treated in hospital, including for female workers and wife of male workers in labor.

Occupational Health and Safety Facilities

The Company is actively and routinely held identification of dangers/aspects and assessment to risks/impacts regarding OHS, environment, and security in all activities and assets of the Company. The Implementation of Occupational Safety and Health Management System (OSHMS) in the Company refers to Regulation of Minister of Manpower No.5 of 1996 concerning the Improved Occupational Safety and Health Management System. The implementation of Occupational Safety and Health Management System (OSHMS) in the Company refers to Regulation of the Minister of Manpower No.5 of 1996 concerning Occupational Safety and Health Management System as amended by Government Regulation No.5 of 2012 concerning Occupational Safety and Health Management System (OSHMS).

Peraturan ini mengatur sistem manajemen Perseroan dalam pengendalian risiko kegiatan kerja, termasuk pencegahan kecelakaan kerja dan penyakit akibat kerja. Peraturan ini diharapkan dapat membantu terciptanya tempat kerja yang aman, efisien, dan produktif. Penerapan praktik-praktik terbaik keselamatan, keamanan dan kesehatan kerja, guna mendukung penciptaan kondisi kerja aman dan sehat bagi setiap pekerja, juga komitmen untuk menciptakan lingkungan kerja yang ramah lingkungan.

This regulation governs the Company's management system in controlling risks on occupational activities, including prevention of occupational accidents and occupational diseases. This regulation is expected to create a safe, efficient, and productive workplace. The implementation of safety, security, and occupational best practice should be in place to support the establishment of safe and healthy workplace for each employee, and it shows the commitment to create environmentally friendly environment.

Program keselamatan dan kesehatan kerja adalah sebuah rencana tindakan yang dirancang untuk mencegah kecelakaan dan penyakit kerja. Beberapa bentuk aktivitas dalam program tersebut merupakan persyaratan dalam undang-undang/peraturan keselamatan dan kesehatan kerja, oleh karenanya sebuah program kesehatan dan keselamatan kerja minimum harus mencakup unsur-unsur yang dipersyaratkan oleh undang-undang/peraturan keselamatan dan kesehatan kerja.

Occupational safety and health program is an action plan designed to prevent accidents and occupational diseases. Some activities of the program are requirements as stipulated by the laws/regulation regarding occupational safety and health, therefore a healthcare program and minimum occupational safety shall cover the main points as required by the laws/regulations concerning occupational safety and health.

Fasilitas dan peralatan keselamatan untuk mencegah terjadinya kecelakaan kerja di kantor antara lain:
1. Kotak P3K di tempat-tempat yang mudah dijangkau;
2. APAR (Alat Pemadam Api Ringan);
3. *Hydrant System;*
4. *Sprinkler;*
5. *Smoke Detector;*
6. Petunjuk arah jalur evakuasi;
7. Alat paging untuk memberitahukan kondisi darurat.

Safety facilities and equipment to prevent work accidents in the office include:
1. First aid box in easily reachable spots;
2. Fire extinguisher;
3. Hydrant system;
4. Sprinkler;
5. Smoke detector;
6. Evacuation route signage;
7. Paging equipment to notify emergency conditions.

Simulasi Keadaan Darurat

Perseroan secara rutin menyelenggarakan simulasi penanganan dan evakuasi apabila terjadi bencana alam atau kebakaran. Pemasangan rambu-rambu evakuasi juga telah dilakukan di berbagai titik. Pemeriksaan dan perawatan peralatan keselamatan seperti tabung pemadam kebakaran dan alarm juga rutin dilakukan. Perseroan telah melakukan simulasi kebakaran dan keselamatan Gedung yang dilaksanakan secara rutin untuk tiap tahunnya.

Emergency Situation Simulation

The Company routinely holds evacuation simulation in the event of natural disasters or fire. Evacuation signage installment has been carried out in various spots. Checking and maintenance of safety equipment such as fire extinguisher and alarm is carried out routinely as well. The Company has carried out fire and Building safety simulation that is held routinely every year.

Dampak Kuantitatif Kegiatan Ketenagakerjaan dan K3

Komitmen Jasa Raharja untuk menjalankan program tanggung jawab sosial di bidang ketenagakerjaan telah memberikan hasil yang cukup baik. Hal ini salah satunya dapat dilihat dari rasio perputaran *(turnover)* pegawai Jasa Raharja yang terbilang cukup rendah. Tingkat perputaran pegawai juga merupakan refleksi dari budaya dan sistem kerja Perseroan yang dapat menjadi indikator bagi keberhasilan Perseroan dalam menciptakan lingkungan kerja yang kondusif.

Quantitative Impact of Employment and OHS Activities

Jasa Raharja's commitment to implementing social responsibility programs in the employment sector has yielded quite good results. One of these can be seen from the turnover ratio of Jasa Raharja's employees, which is quite low. The employee turnover rate is also a reflection of the Company's culture and work system which can be an indicator of the Company's success in creating a conducive work environment.

Pada tahun 2020, jumlah pegawai yang masuk atau penerimaan pegawai baru sebanyak 8 orang dan pegawai keluar dari 82 orang dengan tingkat perputaran pegawai sebesar 0,42%, menurun dibandingkan tahun 2019 dengan tingkat perputaran karyawan sebesar 0,48%.

In 2020, the number of employees entering or accepted was 8 people, and employees leaving was 82 people with an employee turnover rate of 0.42%, or an increase/decrease when compared to 2019 with an employee turnover rate of 0.48%.

Jumlah dan Penyebab Karyawan Keluar dari Perusahaan
Number and Causes of Employees Leaving the Company

Bentuk Pemutusan Hubungan Kerja Form of Termination	2020	2019
Pensiun Retirement	54	53
Meninggal Dunia Death	8	5
Mengundurkan Diri atas Permintaan Sendiri Voluntary Resignation	18	40
Pemutusan Hubungan Kerja Dikarenakan Sebab Lainnya Other Causes of Termination	2	0
Jumlah ***Total***	**82**	**98**
Persentase Percentage	0,42%	0,48%

Mekanisme Penyelesaian Permasalahan Hubungan Industrial
Jasa Raharja menjunjung tinggi asas musyawarah untuk mufakat dan prinsip keadilan demikian halnya bila terdapat pengaduan dan/atau keluhan hingga terjadinya perselisihan hubungan industrial, akan diselesaikan secara musyawarah mufakat, adil serta secepat mungkin melalui mekanisme yang telah ditetapkan, mulai dari penyelesaian dengan atasan langsung pegawai hingga ke lembaga bipartit. Namun, jika tidak dapat diambil keputusan berdasarkan musyawarah dan mufakat, penyelesaian permasalahan tersebut dapat diajukan ke Pengadilan Perselisihan Hubungan Industrial.

Penghargaan dan Sertifikasi di Bidang Ketenagakerjaan dan K3
Pada tahun 2020, Jasa Raharja tidak mendapatkan penghargaan terkait Ketenagakerjaan dan K3.

Mechanism of Industrial Relation Issue Handling
Jasa Raharja upholds the principle of deliberation for consensus and the principle of justice. Likewise, if there is a complaint which results in industrial relations dispute, it will be resolved amicably, fairly and as quickly as possible through a predetermined mechanism, starting from settlement with the employee's direct supervisor to a bipartite body. However, if a decision cannot be made based on deliberation and consensus, the resolution of the problem can be submitted to the Industrial Relations Dispute Court.

Awards and Certifications in the Field of Employment and OHS
In 2020, Jasa Raharja did not receive any award related to Employment and OHS.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT KONSUMEN

CORPORATE SOCIAL RESPONSIBILITY REGARDING CUSTOMERS

Komitmen dan Kebijakan

Jasa Raharja memiliki komitmen untuk senantiasa menjaga kepentingan konsumen. Komitmen tersebut diwujudkan termasuk dengan melakukan penyesuaian dengan kebutuhan dan tuntutan konsumen, sebagaimana diatur dalam serangkaian kebijakan manajemen terkait aspek pengembangan layanan dan pengaduan konsumen.

Dalam menjalankan aktivitas bisnisnya, Perseroan senantiasa mengutamakan kepuasan konsumen dengan memberikan layanan terbaik. Perseroan tidak hanya memberikan layanan asuransi sosial yang aman dan bermanfaat bagi masyarakat namun juga memberikan perlindungan maksimal kepada konsumen. Kebijakan pelayanan prima terhadap konsumen senantiasa ditingkatkan dari tahun ke tahun dan diterapkan dalam bentuk peningkatan pelayanan kepada nasabah, ketersediaan informasi tentang layanan yang ditawarkan, hingga penanganan pengaduan nasabah dan upaya penyelesaiannya.

Nasabah merupakan salah satu pemangku kepentingan utama bagi Jasa Raharja. Untuk itu, Perusahaan berkomitmen untuk memberikan layanan terbaik serta produk berkualitas prima sesuai harapan mereka. Bagi Jasa Raharja, memberikan pelayanan termasuk di dalamnya membuka saluran pengaduan bagi nasabah,

Commitments and Policies

The Company is committed to maintain the interest of the customers. The commitment is realized by adjusting to the requirements and demands of customers, as governed by numerous management policy concerning service development and customer grievance.

In carrying out its business activities, the Company continuously prioritizes customer satisfaction by providing best service. The Company does not only provide safe and beneficial social insurance service, but also maximum protection to the customer. The policy of excellent service to the customers is improved from years to years and implemented in the improvement service to the customers, information availability concerning offered services, up to complaint handling from customers and settlement efforts.

Customers are one of the stakeholders for the Company. Therefore, the Company is committed to provide the best service and excellent products as their expectation. For the Company, providing the service including opening the channel for complaints for customers and putting maximum effort to provide the best

dan berupaya maksimal untuk memberikan solusi terbaik segera. Apabila semua upaya tersebut bisa diwujudkan, maka kepuasan nasabah pasti akan diraih, yang pada gilirannya akan meningkatkan citra Perseroan. Dalam hubungannya dengan nasabah sebagai pelanggan, Perseroan memiliki kebijakan sebagai berikut:

Hubungan Dengan Pelanggan

Hubungan dengan pelanggan dijabarkan dalam Keputusan Bersama Komisaris dan Direksi No. KEB/K/1/2006 dan No. KEB/2/2006 tentang Pedoman Tata Kelola Perusahaan dan Pedoman Perilaku. Hubungan dengan pelanggan dinilai strategis terhadap upaya pencapaian tujuan Perseroan, mengingat pelanggan merupakan pemangku kepentingan dengan cakupan yang sangat besar/luas.

Isu-Isu Dan Risiko Yang Relevan Terkait Konsumen

Jasa Rahrja telah melakukan pemetaan terkait isu-isu dan risiko yang relevan terkait konsumen. Perusahaan mengacu pada kebijakan dan regulasi yang berlaku di Indonesia, yaitu Peraturan OJK No. 1/POJK.07/2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan dan Undang-Undang No. 8 tahun 1999 tentang Perlindungan Konsumen. Pemenuhan terhadap ketentuan tersebut merupakan isu dan risiko utama bagi Perseroan.

Cakupan dan lingkup tanggung jawab Perusahaan terhadap konsumen adalah sebagaimana yang diatur dalam Undang-Undang Republik Indonesia No. 8 Tahun 1999 tentang Perlindungan Konsumen, khususnya Pasal 7 yang mengatur kewajiban pelaku usaha, yaitu:

1. Beritikad baik dalam melakukan kegiatan usahanya;
2. Memberikan informasi yang benar, jelas dan jujur mengenai kondisi dan jaminan barang dan/atau jasa serta memberi penjelasan mengenai penggunaan, perbaikan dan pemeliharaan;
3. Memperlakukan atau melayani konsumen secara benar dan jujur serta tidak diskriminatif;
4. Menjamin mutu barang dan/atau jasa yang diproduksi dan/atau diperdagangkan berdasarkan ketentuan standar mutu barang dan/atau jasa yang berlaku;
5. Memberi kesempatan kepada konsumen untuk menguji, dan/atau mencoba barang dan/atau jasa tertentu serta memberi jaminan dan/atau garansi atas barang yang dibuat dan/atau yang diperdagangkan;
6. Memberi kompensasi, ganti rugi dan/atau penggantian atas kerugian akibat penggunaan, pemakaian dan pemanfaatan barang dan/atau jasa yang diperdagangkan;
7. Memberi kompensasi, ganti rugi dan/atau penggantian apabila barang dan/atau jasa yang dterima atau dimanfaatkan tidak sesuai dengan perjanjian.

solution as soon as possible. If all of efforts are implemented, customer satisfaction would be achieved, and in return will improve the image of the Company. In the relation with customers, the Company has following policies:

Relation with Customers

Relation with customers is governed by Joint Decree of Board of Commissioners and Board of Directors No.KEB/K/1/2006 and No.KEB/2/2006 concerning Guidelines of Corporate Governance and Guidelines of Conduct. The relation with customers is considered to be strategic as an effort to achieve the objectives of the Company, as customers are stakeholder with quite big/wide scope.

Relevant Issues and Risks Regarding Customers

The Company has mapped out relevant issues and risks related to the customers. The Company refers to the policies and regulations that apply in Indonesia, namely Regulation of Financial Services Authority (OJK) No.1/POJK.07/2013 concerning Customers Protection in the Financial Services Sector and Law No.8 of 1999 concerning Customers Protection. Compliance with these provisions is a major issue and risk for the Company.

The scope of the Company's responsibilities to consumers is as regulated in the Law of the Republic of Indonesia No. 8 of 1999 concerning Consumer Protection, in particular, Article 7 which regulates the obligations of business doers, namely:

1. Have good intentions in carrying out their business activities;
2. Provide correct, clear and honest information regarding the condition and guarantee of goods and/or services as well as provide an explanation regarding the use, repair and maintenance;
3. Treat or serve customers correctly and honestly and non-discriminatory;
4. Guarantee the quality of goods and/or services produced and/or traded based on the provisions of the applicable quality standards of goods and/or services;
5. Provide opportunities for consumers to test, and/or try certain goods and/or services and provide guarantees for goods manufactured and/or traded;
6. Provide compensation for losses resulting from the use of traded goods and/or services;
7. rovide compensation and/or replacement if the goods and/or services received or utilized are not in accordance with the agreement.

Batasan Pelanggan

Jasa Raharja telah menetapkan batasan pelanggan, yaitu peserta asuransi namun tidak terbatas kepada pemegang polis. Pada dasarnya setiap orang yang berada di wilayah Republik Indonesia dapat menjadi pelanggan Perseroan. Jasa Raharja selalu berupaya untuk mengutamakan kepuasan pelanggan, baik yang berhubungan dengan pelayanan pendanaan maupun pelayanan santunan.

Perseroan menyadari bahwa kepuasan pelanggan dapat dicapai dengan memberikan pelayanan terbaik, sesuai tekad untuk menjadi Perseroan terkemuka di bidang asuransi sosial, dengan menunjukkan:

1. Sikap empati dan melayani dengan ramah kepada pelanggan;
2. Melakukan 'sistem jemput bola' terhadap proses penyelesaian santunan bagi korban/ahli waris korban kecelakaan lalu lintas;
3. Menyelesaikan setiap permohonan santunan dengan berpedoman kepada prinsip 5 TEPAT, yaitu: tepat informasi, tepat jaminan, tepat subjek, tepat waktu dan tepat tempat.

Perseroan selalu memberikan kemudahan terhadap proses pembayaran iuran wajib dan sumbangan wajib, memastikan kecepatan dan kemudahan akses informasi dan menghindari perilaku membedakan pelanggan.

Kegiatan Tanggung Jawab Sosial terhadap Pelanggan dan Dampak Kegiatan

Program tanggung jawab terhadap pelanggan Jasa Raharja telah dilaksanakan dalam rangka menjaga kepercayaan Pelanggan tahun 2020, diantaranya terkait Keamanan, Kesehatan dan Keselamatan pelanggan, penyediaan informasi produk dan lain-lain.

Informasi Produk dan Layanan

Perseroan telah menyediakan sarana penyediaan informasi yang diperlukan oleh *stakeholders* salah satunya pelanggan sesuai dengan prinsip transparansi dan keterbukaan informasi bagi publik yaitu *Website* Perseroan yang dapat di akses pada alamat https://www.jasaraharja.co.id serta Laporan Tahunan guna mempermudah pelayanan dan akses terkait informasi produk Jasa Raharja.

Selain itu, Jasa Raharja juga memiliki dan mengelola akuna media sosial yang juga dimanfaatkan sebagai sarana edukasi dan sosialisasi bagi pelanggan, antara lain:

Website : www.jasaraharja.co.id
Instagram : @pt_jasaraharja
Twitter : @pt_jasaraharja
Facebook : Jasa Raharja
Youtube : JasaraharjaOfficial

Komitmen Pelayanan

Mencermati kegiatan dan bidang usaha Jasa Raharja yang memberikan pelayanan asuransi kepada seluruh rakyat Indonesia, optimalisasi jaringan pelayanan menjadi strategi utama dari perusahaan untuk mendekatkan saluran layanan dengan masyarakat. Jasa Rahrja terus berupaya untuk memperluas jaringan layanan dengan menambah kantor-kantor pelayanan, dan dengan adanya kantor pelayanan yang tersebar tersebut diharapkan

Scope of Customers

Customers of the Company are participants of insurance but not limited to policy holders. In principle, everyone in the area of Republic of Indonesia can be customer to the Company. Jasa Raharja continuously aims to prioritize customer satisfaction, both in relation to funding service and compensation service.

The Company acknowledges that customer satisfaction can be achieved by providing the best service, in accordance with the intention to be a leading company in social insurance by showing:

1. Empathy and friendly service to the customers;
2. Proactive system to the process of compensation settlement for victims/heirs of victims of road traffic accidents;
3. Settlement of any compensation proposal based on 5 RIGHT principles: right information, right insurance, right subject, right time, and right place.

The Company continuously provides ease of process in terms of payment of Compulsory Premium and Compulsory Contribution, ensuring speed and ease of information access and avoiding discrimination of customers.

Social Responsibility Activities to Customers and Impact of Activities

The responsibility program for Jasa Raharja's customers has been implemented in order to maintain customer trust in 2020, including those related to customer security, health and safety, provision of product information and others.

Product and Service Information

The Company has provided a means of providing information needed by stakeholders, one of which is customers. This is in accordance with the principles of transparency and disclosure of information to the public. The means is the Company's Website which can be accessed at https://www.jasaraharja.co.id and Annual Reports to facilitate service and access. related to Jasa Raharja product information.

In addition, Jasa Raharja also owns and manages social media accounts which are also used as a means of education and dissemination for customers, which includes:

Website : www.jasaraharja.co.id
Instagram : @pt_jasaraharja
Twitter : @pt_jasaraharja
Facebook : Jasa Raharja
Youtube : JasaraharjaOfficial

Service Commitment

Observing the activities and business fields of Jasa Raharja which provides insurance services to all Indonesian people, optimizing the service network is the main strategy of the Company to bring service channels closer to the community. Jasa Raharja continues to strive in expanding its service network by adding service offices, and with the existence of these scattered service offices, it is hoped that the community will complete the management of

masyarakat dalam menyelesaikan pengurusan santunan agar lebih cepat dan tepat yang dapat dilakukan di seluruh Kantor Jasa Raharja, baik Kantor Cabang, Kantor Perwakilan dan Kantor Pelayanan yang tersebar di seluruh Indonesia. Hingga akhir tahun 2020, selain kantor Pusat di Jakarta, Jasa Raharja telah memiliki 29 Kantor Cabang, 63 Kantor Perwakilan, 37 Kantor Pelayanan Jasa Raharja (KPJR), dan 1.667 Kantor Bersama SAMSAT.

Bagi Jasa Raharja, mengefektifkan dan mengoptimalkan pemberian layanan kepada masyarakat terutama pada proses dan mekanisme administrasi dan penyelesaian santunan di Kantor Cabang menjadi prioritas program kerja Perseroan.

Penanganan Pengaduan

Jasa Raharja selalu terbuka jika ada pengaduan yang disampaikan oleh nasabah dan masyarakat. Sebagai penanggung jawab dalam pengelolaan pengaduan pelanggan di Perseroan adalah Sekretaris Perusahaan cq. Urusan Humas. Salah satu sarana yang disediakan adalah Layanan *Contact Center* Jasa Raharja, yang mulai beroperasi sejak 2 Januari 2015, yang dapat diakses pada nomor 021 - 1500020 (*call center*). Selain itu, Perseroan juga menyediakan layanan sms *center* dengan nomor akses 0812 10 500 500.

Setiap informasi yang disampaikan oleh pelanggan akan ditindaklanjuti sesuai aturan yang berlaku. Hal tersebut merupakan bagian dari komitmen Perseroan untuk terus meningkatkan layanan kepada pelanggan dan masyarakat pada umumnya. Pada tahun 2020, terdapat 12 pengaduan dengan tingkat penyelesaian 100%.

Peningkatan Kepuasan Pelanggan

Perseroan melaksanakan survei kepuasan pelanggan secara berkala dengan tujuan untuk mengidentifkasi *Key Performance Index* dari Jasa Raharja, yang terdiri dari *Service Perception, Customer Satisfaction Index, Customer Dissatisfaction Index, Customer Commitment, Customer Loyalty Index*, dan *Net Promotor Score* dengan *output* indeks tingkat kepuasan *Customer Satisfaction Index* (CSI) yang meliputi aspek pengukuran sebagai berikut:

1. Aspek Keandalan;
2. Aspek Sikap Empati;
3. Aspek Program Sosial dan Masyarakat;
4. Aspek Kepastian;
5. Aspek Kecepatan Tanggap.

Target responden fokus pada segmen *stakeholders* sebagai berikut:

1. Segmen Mitra terdiri dari Mitra Perusahaan Transportasi, Mitra Pemerintahan, dan Mitra Rumah Sakit. Tahun 2020 Segmen mitra memiliki tingkat kepuasan/CSI sebesar 96,00%;
2. Segmen Vendor terdiri dari Vendor Barang dan Vendor Jasa dan memiliki tingkat kepuasan/CSI sebesar 94,80%;
3. Segmen Klaimen terdiri dari korban atau ahli waris penerima Santunan UU 33/1964 dan UU 34/1964 dan memiliki tingkat kepuasan/CSI sebesar 95,30%;
4. Segmen Penerima PKBL yang terdiri dari Penerima Program Kemitraan dan Penerima Bina Lingkungan dan memiliki tingkat kepuasan/CSI sebesar 96,00%.

compensation so that it can be carried out more quickly and precisely which can be done in all Jasa Raharja offices, be it at Branch Offices, Representative Offices and Service Offices spread throughout Indonesia. Until the end of 2020, apart from the Head office in Jakarta, Jasa Raharja has 29 Branch Offices, 63 Representative Offices, 37 Jasa Raharja Service Offices (KPJR), and 1,667 SAMSAT Joint Offices.

For Jasa Raharja, streamlining and optimizing the provision of services to the community, especially in the administrative processes and mechanisms and the compensation settlement at Branch Offices, is a priority for the Company's work program.

Complaint Settlement

The Company is always open for any complaint from customers and the public. The responsible party in terms of customer complaint in the Company is Corporate Secretary cq. Public Relations. A facility provided is Contact Center Service of Jasa Raharja, which has begun operating since January 2, 2015, and can be accessed via the number 021 - 1500020 (call center). In addition, the Company also provides an SMS center service with the number 0812 10 500 500.

Any information submitted by the customer will be followed up according to the prevailing rules. This is part of the Company's commitment to continuously improve services to customers and society in general. In 2020, there were 12 complaints with a 100% completion rate.

Improved Customer Satisfaction

The Company conducts regular customer satisfaction surveys with the aim of identifying the Key Performance Index of Jasa Raharja, which consists of Service Perception, Customer Satisfaction Index, Customer Dissatisfaction Index, Customer Commitment, Customer Loyalty Index, and Net Promoter Score with Customer Satisfaction Index (CSI) as its output, which includes the following aspects of measurement:

1. Reliability Aspects;
2. Empathy Aspects;
3. Social and Community Program Aspect;
4. Certainty Aspect;
5. Quick Response Aspect.

Target respondents focus on the following segments of stakeholders:

1. The Partner Segment consists of Transportation Company Partners, Government Partners, and Hospital Partners. In 2020 the partner segment has a satisfaction rate/CSI of 96.00%;
2. The Vendor segment consists of Goods Vendors and Service Vendors and has a satisfaction level/CSI of 94.80%;
3. The Claims segment consists of victims or heirs who receive Compensation based on Law 33/1964 and Law 34/1964. This has a satisfaction level/CSI of 95.30%;
4. PKBL Recipients Segment consists of Recipients of Partnership Program and Community Development Program and has a satisfaction level/CSI of 96.00%.

Secara *overall*, indeks CSI tahun 2020 tercapai sebesar 95,50, mengalami kenaikan dibanding tahun sebelumnya yang sebesar 93,4%. Hal ini dikarenakan Aspek Sikap Empati Pegawai JR dan Aspek *Responsiveness* JR mengalami peningkatan yang relatif signifkan dibanding tahun sebelumnya.

Overall, the CSI index in 2020 was at 95.50, which was an increase compared to the previous year's score of 93.4%. This is because the Empathy Aspects of JR Employees and the Responsiveness Aspects of JR experienced a relatively significant increase compared to the previous year.

Survey Klaim

Untuk menjamin terwujudnya pelayanan yang baik dengan mengedepankan prinsip 5 T (Tepat Informasi, Tepat Jaminan, Tepat Subjek, Tepat Waktu, Tepat Tempat), Perusahaan secara konsisten melaksanakan survei pra maupun pascabayar.

Realisasi biaya Survei Klaim Tahun Buku 2020 terealisir sebesar Rp12.859 juta yang mencapai 92,18% dari target anggaran tahun buku 2020 yang sebesar Rp13.950 juta. Angka tersebut menunjukan adanya penurunan sebesar Rp6.052 juta dari tahun sebelumnya yaitu Rp18.912 juta atau 77,32% dari anggaran Tahun Buku 2019 sebesar Rp24.460 juta.

Claim Survey

In order to establish excellent service by implementing 5R principles (Right Information, Right Guarantee, Right Subject, Right Time, Right Place), the Company consistently conducted pre- and post-paid surveys.

Realization of Claim Survey cost for Fiscal Year of 2020 was IDR12,859 million or 92.18% of the budget of Fiscal Year 2020 of IDR13,950 million. This figure shows a decrease of IDR6,052 million from the previous year, which was IDR18,912 million or 77.32% of the 2019 Fiscal Year budget of IDR24,460 million.

Kecepatan Penyelesaian

Salah satu langkah yang dilakukan Perseroan untuk terus meningkatkan pelayanan kepada pelanggan adalah dengan melakukan peningkatan kecepatan penyelesaian klaim yang dilakukan pelanggan. Tahun 2020, terjadi peningkatan kecepatan yang cukup baik, yaitu dari 22 menit 15 detik di tahun 2019 menjadi 19 menit 49 detik sejak berkas dianggap lengkap.

Speed of Compensation Settlement

One of the strategies taken by the Company to continue to improve service to customers is to increase the speed of customers' settlement claims. In 2020, there was a fairly good increase in the speed of customers' settlement claims, since the file is considered complete, which is from 22 minutes 15 seconds in 2019 to 19 minutes 49 seconds.

	2020	2019	2018	2017	2016
Jumlah Korban dan Santunan yang Dibayarkan Number of Victims and Compensation Paid					
Jumlah Korban (orang) Number of Victims (person)	107.497	129.440	124.062	122.094	120.910
Jumlah Nominal Santunan (Rp Juta) Amount of Compensation (in IDRMillion)	2.333.547	2.694.978	2.546.223	1.981.110	1.466.009
Kecepatan Penyelesaian Santunan Speed of Compensation Settlement					
Rata-rata Kecepatan Penyelesaian sejak tanggal kecelakaan Meninggal Dunia & Meninggal Dunia + Luka-luka Terjamin Average Speed of Settlement Since the Date of Accident That Causes Death & Death Injuries	1 Hari 14 Jam 1 Day 14 Hours	1 Hari 15 Jam 1 Day 15 Hours	1 Hari 16 Jam 1 Day 16 Hours	1 Hari 21 Jam 1 Day 21 Hours	2 Hari 8 Jam 1 Day 8 Hours
Rata-rata Kecepatan Penyelesaian Sejak Pengajuan Berkas Lengkap Average Speed of Settlement Since the Date of Complete Document Submission	19 Menit 49 detik 19 Minutes 49 Seconds	22 menit 15 detik 22 Minutes 15 Seconds	23 menit 46 detik 23 Minutes 46 Seconds	32 menit 29 detik 32 Minutes 29 Seconds	34 menit 52 detik 34 Minutes 52 Seconds

Sinergi Digitalisasi dengan *Stakeholder*

Untuk meningkatkan layanan kepada pelanggan, Perseroan telah menjalin kerjasama dan membangun sinergi dengan *stakeholder*, khususnya dalam hal digitalisasi. Tujuan dari kerjasama dan sinergi digitalisasi tersebut salah satunya adalah untuk mempercepat waktu pelayanan kepada pelanggan selain tentunya untuk meningkatkan kepuasan pelanggan. Kerja sama dan sinergi yang dilakukan Perseroan antara lain:

Digitalization Synergy with Stakeholders

In improving its service to customers, the Company collaborated and develop synergies with stakeholders, especially in digitalization. One of the objectives of the collaboration and synergy in digitalization was to accelerate service time to customers in addition to increasing customer satisfaction. The collaboration and synergy conducted by the Company include:

1. Dengan Polri dalam perolehan Laporan Kecelakaan *Online* (IRSMS);
2. Dengan Ditjen Dukcapil dalam perolehan Kartu Keluarga *Online* sebagai keabsahan data ahli waris korban;
3. Dengan BPJS Kesehatan sebagai penjamin lanjutan bersama asuransi lain dengan Jasa Raharja sebagai penjamin pertama;
4. Dengan Rumah Sakit melalui *Host to Host* dalam memperoleh informasi korban kecelakaan lalu lintas yang masuk ke IGD Rumah Sakit;
5. Dengan Perbankan melalui pembayaran santunan secara transfer *online* melalui CMS BRI.

Inovasi Layanan Ke Depan

Perseroan akan terus berupaya untuk memberikan pelayanan terbaik kepada pelanggan dan meningkatkan kualitas layanannya. Untuk itu, Perseroan akan terus melakukan inovasi layanan agar dapat memberikan kemudahan dan kenyamanan kepada seluruh pelanggan.

Beberapa rencana inovasi layanan yang akan dilakukan antara lain:

1. Penggunaan surat jaminan elektronik (*Guarantee Letter Online*) dalam percepatan penjaminan korban kecelakaan lalu lintas dan penumpang angkutan umum di Rumah Sakit sebagai syarat wajib dalam proses pembayaran *overbooking* ke Rumah Sakit dan memudahkan dalam *monitoring* surat jaminan yang telah diterbitkan.
2. Digitalisasi biaya rawatan Rumah Sakit melalui sinergi dengan *Third Party Administrator* (TPA) dalam pengumpulan informasi dan verifikasi biaya rawatan korban di Rumah Sakit dalam rangka pengendalian biaya rawatan sehingga tersedia suatu sistem kontrol terhadap pemberian fasilitas pengobatan terhadap korban kecelakaan yang berbasis teknologi informasi yang terintegrasi.

Dampak atas Kegiatan Tanggung Jawab Sosial Perusahaan Terkait Pelanggan

Dampak atas Kegiatan Tanggung Jawab Sosial Perusahaan terkait pelanggan adalah meningkatkan *brand image* dan reputasi perusahaan.

Penghargaan di Bidang Konsumen

Pada tahun 2020, Jasa Raharja tidak memperoleh penghargaan yang terkait dengan pelayanan kepada konsumen mengingat tidak terdapat penilaian yang dilakukan oleh pihak independen terhadap pelayanan yang diberikan Perseroan yang disebabkan oleh situasi pandemi COVID-19 yang melanda Indonesia.

1. With the National Police in obtaining Online Accident Reports (IRSMS);
2. With the Directorate General of Population and Civil Registry in obtaining Online Family Cards as the validity of the data on the victim's heirs;
3. With BPJS Kesehatan as the continued guarantor along with other insurance companies with Jasa Raharja as the first guarantor;
4. With the hospital through Host to Host in obtaining information on traffic accident victims who admitted to hospital emergency room;
5. With banking through online transfer payments via CMS BRI.

Future Service Innovations

The Company shall continue to strive in providing the best service to its customers and improving the quality of its services. Therefore, the Company shall continue innovating in its services in order to provide convenience and comfort to all customers.

Some of the service innovation plans that will be carried out include:

1. The use of an electronic guarantee letter (Online Guarantee Letter) to accelerate the guarantee for traffic accident victims and public transport passengers at the hospital as a mandatory requirement in the overbooking payment process to the hospital and to facilitate the monitoring of guarantee letters that have been issued.
2. Digitalization of inpatient costs through synergy with Third Party Administrators (TPA) in collecting information and verifying costs of treating victims at hospitals in order to control hospital costs to enable a control system regarding the provision of treatment facilities for accident victims based on integrated information technology.

Impact of Customer-Related Corporate Social Responsibility Activities

The impact of Corporate Social Responsibility Activities related to customers is the improvement in the Company's brand image and reputation.

Customer-Related Awards

In 2020, Jasa Raharja did not receive any awards related to services to consumers considering that there was no assessment conducted by an independent party on the services provided by the Company due to the COVID-19 pandemic situation which hits Indonesia.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

CORPORATE SOCIAL RESPONSIBILITY TO SOCIAL AND COMMUNITY DEVELOPMENT

Komitmen dan Kebijakan

Dalam hal pengembangan sosial dan kemasyarakatan, Jasa Raharja memiliki komitmen untuk dapat memberdayakan masyarakat secara berkesinambungan. Dan senantiasa berupaya meningkatkan kinerja terbaiknya untuk memberikan manfaat sebesar-besarnya bagi pemangku kepentingan. Jasa Raharja meyakini bahwa pertumbuhan Perseroan harus diikuti dengan meningkatnya kesejahteraan dan taraf hidup komunitas sekitar, baik secara ekonomi maupun sosial. Dengan demikian maka akan terjalin hubungan yang harmonis dan saling mendukung antara Jasa Raharja dengan masyarakat. Berbagai upaya yang telah dilakukan Perseroan antara lain kegiatan di bidang sosial, ekonomi dan lingkungan terhadap masyarakat.

Komitmen ini diwujudkan melalui kebijakan CSR Jasa Raharja yang dilaksanakan melalui Program Kemitraan dan Bina Lingkungan (PKBL). PKBL merupakan program untuk meningkatkan

Commitments and Policies

In terms of social and community development, Jasa Raharja is committed to being able to empower the community in a sustainable manner and always strives to improve its best performance to provide the maximum benefit to stakeholders. Jasa Raharja believes that the Company's growth must be followed by an increase in the welfare and standard of living of the surrounding community, both economically and socially. Therefore, a harmonious and mutually supportive relationship will be established between Jasa Raharja and the community. Various efforts have been made by the Company, including activities in the social, economic and environmental fields for the community.

This commitment is realized through Jasa Raharja's CSR policy which is implemented through the Partnership and Community Development Program (PKBL). PKBL is a program to improve the

kemampuan usaha kecil agar menjadi tangguh dan mandiri dan juga dalam upaya untuk pemberdayaan kondisi sosial masyarakat oleh Badan Usaha Milik Negara (BUMN). Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/04/2020 tanggal 02 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara No. PER-09/MBU/07/2015 tanggal 03 Juli 2015 tentang Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara, Perseroan yang merupakan BUMN berkewajiban untuk melaksanakan kegiatan PKBL. Perseroan telah menjalankan program PKBL sejak tahun 1990 yang pada saat itu bernama Program Pembinaan Pengusaha Golongan Ekonomi Lemah dan Koperasi (Pegelkop).

Isu dan Risiko Sosial yang Relevan dengan Perusahaan

Sesuai dengan bidang usaha yang dijalankan, tidak terdapat isu dan risiko sosial yang relevan secara langsung dengan Perseroan. Namun demikian, Perseroan telah menetapkan untuk menjalankan PKBL sesuai ketentuan yang berlaku.

Agar memberi hasil optimal terhadap peningkatan kesejahteraan masyarakat, Perseroan telah merancang dan merealisasikan program dengan mempertimbangkan sinergi kegiatan PKBL dengan kegiatan operasional Perseroan. Sinergi juga diupayakan terjadi pada realisasi penyaluran dana Program Kemitraan dan realisasi penyaluran dana Bina Lingkungan, sekalipun sasaran masing-masing program tersebut berbeda. Melalui sinergi kegiatan tersebut, Perseroan menargetkan terjadinya efisiensi dan efektivitas dalam penyaluran dan pengelolaan dana PKBL, sekaligus terjadinya peningkatan kesejahteraan masyarakat yang optimal dan berkelanjutan. Program PKBL yang dilakukan Perseroan terbagi menjadi 2 (dua) kegiatan yaitu:

1. Program Kemitraan (PK) yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri. Dana PK disalurkan dalam bentuk:
   a. Penyaluran dana Pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan;
   b. Pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha Mitra Binaan;
   c. Beban pembinaan yang bertujuan untuk membantu meningkatkan produktivitas Mitra Binaan (MB) serta penelitian dan pengembangan terkait MB yang bersifat hibah.
2. Program bina lingkungan yang bertujuan untuk memberdayakan kondisi sosial masyarakat oleh Badan Usaha Milik Negara.
   a. Bantuan korban bencana alam;
   b. Bantuan pendidikan dapat berupa pelatihan, prasarana dan sarana pendidikan;
   c. Bantuan peningkatan kesehatan;
   d. Bantuan pengembangan prasarana dan/atau sarana umum;

ability of small businesses to become strong and independent and also in an effort to empower the social conditions of the community by State-Owned Enterprises (BUMN). Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/04/2020 dated April 2, 2020 regarding the Third Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09/ MBU/07/2015 dated 03 July 2015 concerning the Partnership and Community Development Program for State-Owned Enterprises states that the SOE is obliged to carry out PKBL activities. The Company has been running the PKBL program since 1990, which at that time was named the Program for Lower Economy Entrepreneur and Cooperatives Empowerment Program (Pegelkop).

Social Issues and Risks Relevant to the Company

In accordance with the line of business being carried out, there are no social issues and risks that are directly relevant to the Company. However, the Company has determined to conduct PKBL in accordance with applicable regulations.

In order to provide optimal results for improving the welfare of the community, the Company has designed and realized the program by considering the synergy of PKBL activities with the Company's operational activities. Synergy is also sought to occur in the realization of the distribution of Partnership Program funds and the realization of the distribution of Community Development funds, although the targets of each program are different. Through the synergy of these activities, the Company targets efficiency and effectiveness in the distribution and management of PKBL funds, as well as an optimal and sustainable increase in community welfare. PKBL Program conducted by the Company is divided into 2 (two) activities, namely:

1. Partnership Program aimed to improve small business capacity to be robust and independent. The Program fund is divided into the following activities:
   a. Fund distribution to finance working capital and/or purchase of asset in order to improve production and sales;
   b. Additional loan to finance short-term needs in order to meet the orders from Assisted Partners' business partners;
   c. Development cost aimed to improve the productivity of Assisted Partners and research as well as development related to the Partners' grant.
2. Community development program aimed to empower the people's social condition by State-Owned Enterprises.
   a. Assistance for natural disaster victims;
   b. Educational assistance in the form of training, education facilities and infrastructures;
   c. Health improvement assistance;
   d. Assistance for the development of public facilities and infrastructure;

e. Bantuan sarana ibadah;
f. Bantuan pelestarian alam;
g. Bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan.

Upaya Pelibatan Pemangku Kepentingan

Program Kemitraan dan Bina Lingkungan (PKBL) PT Jasa Raharja aktif berperan serta untuk mendukung masyarakat sekitar kantor operasional perusahaan dengan cara memberikan bantuan seperti bantuan bencana alam dan non-alam (bantuan bencana alam banjir dan bantuan penanggulangan pandemi COVID-19). Lebih lanjut, PKBL PT Jasa Raharja juga memberikan bantuan berupa dukungan sarana dan prasarana umum yang terletak di sekitar wilayah operasional perusahaan, baik berupa penambahan maupun perbaikan.

Kegiatan Tanggung Jawab Sosial Terkait Pengembangan Sosial dan Kemasyarakatan

1. **Pengembangan sarana dan prasarana di lingkungan masyarakat**
   Pembangunan sarana dan prasarana umum seperti pembangunan sarana sekolah, jalan, sarana air bersih, dll total sebesar Rp1.808.695.172;
2. **Pengembangan sarana ibadah bagi masyarakat**
   Pembangunan sarana ibadah total sebesar Rp2.344.500.000;
3. **Kegiatan di bidang pendidikan**
   Kegiatan Jasa Raharja mengajar, pembangunan pojok baca, pemberian komputer, penyelenggaraan *life-skill training*, dll total sebesal Rp7.814.564.756.

Tenaga Kerja dan Pemasok Lokal

Proses rekrutmen pegawai tetap di Jasa Raharja di lakukan oleh Kantor Pusat. Jasa Raharja memperlakukan seluruh calon pegawai tetap dengan setara. Perseroan tidak membedakan calon pegawai berdasarkan suku, agama, ras, gender, atau golongan tertentu, termasuk juga tidak membedakan berdasarkan domisili calon pekerja. Seluruh pegawai tetap Perseroan dapat ditempatkan di wilayah manapun.

Namun demikian, untuk pegawai supporting yang menggunakan sisten Perjanjian Kerja Waktu Tertentu (PKWT), rekrutmennya dapat dilakukan oleh Kantor Cabang, dimana Perseroan akan lebih mengutamakan calon pegawai yang berasal dari daerah dimana Kantor Cabang tersebut berada. Selain itu, Perseroan juga memiliki program Karya Bakti, yaitu program magang bagi mahasiswa, dimana Perseroan lebih banyak merekrut mahasiswa dari wilayah dimana Kantor Cabang berada.

Demikian juga halnya dengan proses pengadaan barang dan jasa yang dilakukan oleh Kantor Pusat, sehingga tidak terdapat kebijakan untuk mengutamakan pemasok lokal.

e. Worship place infrastructure assistance;
f. Natural conservation assistance;
g. Community social assistance to alleviate poverty.

Stakeholder Engagement Efforts

PT Jasa Raharja's Partnership and Community Development Program (PKBL) actively participates in supporting the community around the Company's operational offices by providing assistance such as natural and non-natural disaster assistance (aid for natural disasters of floods and assistance for the Covid-19 pandemic). Furthermore, PT Jasa Raharja's PKBL also provides assistance in the form of support for public facilities and infrastructure located around the Company's operational areas, either in the form of additions or improvements.

Social Responsibility Activities Related to Social and Community Development

1. **Development of facilities and infrastructure in the community**
   Construction of public facilities and infrastructure such as the construction of school facilities, roads, clean water facilities, etc., totaling IDR1,808,695,172;
2. **Development of worship facilities for the community**
   Construction of worship facilities totaling IDR2,344,500,000;
3. **Activities in the education sector**
   The activities of Jasa Raharja in teaching, building a reading corner, providing computers, organizing life-skill training, etc., totaling IDR7,814,564,756.

Local Work Force and Suppliers

The recruitment process for permanent employees at Jasa Raharja is carried out by the Head Office. Jasa Raharja treats all prospective permanent employees equally. The Company does not discriminate among prospective employees based on ethnicity, religion, race, gender, or certain groups, nor does it discriminate based on the domicile of prospective employees. All permanent employees of the Company can be placed in any area.

However, for supporting employees who use the Specific Time Work Agreement (PKWT) system, recruitment can be carried out by the Branch Office, where the Company will prioritize prospective employees who come from the area where the Branch Office is located. In addition, the Company also has a Karya Bakti program, which is an internship program for students, where the Company recruits more students from the area where the Branch Office is located.

Likewise, the procurement process for goods and services is carried out by the Head Office, so there is no policy to prioritize local suppliers.

Program Kemitraan dan Bina Lingkungan

Jasa Raharja telah menetapkan untuk menjalankan PKBL sesuai ketentuan yang berlaku, agar memberi hasil optimal terhadap peningkatan kesejahteraan masyarakat, Perseroan telah merancang dan merealisasikan program dengan mempertimbangkan sinergi kegiatan PKBL dengan kegiatan operasional. Sinergi juga diupayakan terjadi pada realisasi penyaluran dana Program Kemitraan dan realisasi penyaluran dana Bina Lingkungan, sekalipun sasaran masing-masing program tersebut berbeda. Keseluruhan upaya tersebut ditargetkan kepada efisiensi dan efektivitas dalam penyaluran dan pengelolaan dana PKBL, sekaligus terjadinya peningkatan kesejahteraan masyarakat yang optimal dan berkelanjutan. Program PKBL yang dilakukan Perseroan terbagi menjadi 2 (dua) kegiatan yaitu:

1. Program Kemitraan (PK) yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri. Dana PK disalurkan dalam bentuk:
   a. Penyaluran dana Pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan;
   b. Pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha Mitra Binaan;
   c. Beban pembinaan yang bertujuan untuk membantu meningkatkan produktivitas Mitra Binaan (MB) serta penelitian dan pengembangan terkait MB yang bersifat hibah.
2. Program bina lingkungan yang bertujuan untuk memberdayakan kondisi sosial masyarakat oleh Badan Usaha Milik Negara.
   a. Bantuan korban bencana alam;
   b. Bantuan pendidikan dapat berupa pelatihan, prasarana dan sarana pendidikan;
   c. Bantuan peningkatan kesehatan;
   d. Bantuan pengembangan prasarana dan/atau sarana umum;
   e. Bantuan sarana ibadah;
   f. Bantuan pelestarian alam;
   g. Bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan.

Kegiatan Program Bina Lingkungan pada tahun 2020 antara lain:

1. Bantuan Bencana Alam dan Bantuan Penanganan COVID-19
   a. Bantuan berupa sembako kepada korban bencana alam sebesar Rp722.396.778;
   b. Tersalurkannya Alat Pelindung Diri (APD), *hand sanitizer*, masker, desinfektan, thermo gun ke Rumah Sakit, Yayasan, dan Satgas Penanganan Bencana di seluruh wilayah Indonesia sebesar Rp6.148.484.474.
2. Bantuan Pendidikan
   Bantuan beasiswa kepada putra/putri TNI POLRI dan Pelajar lainnya, bantuan buku dan perlatan pendidikan serta kegiatan

Partnership and Community Development Program (PKBL)

Jasa Raharja has decided to carry out PKBL in accordance with applicable regulations. In order to provide optimal results for improving the welfare of the community, the Company has designed and realized the program by considering the synergy of PKBL activities with operational activities. Synergy is also sought to occur in the realization of the distribution of Partnership Program funds and the realization of the distribution of Community Development funds, although the targets of each program are different. All of these efforts are targeted at efficiency and effectiveness in the distribution and management of PKBL funds, as well as an optimal and sustainable increase in community welfare. PKBL Program conducted by the Company is divided into 2 (two) activities, namely:

1. Partnership Program aimed to improve small business capacity to be robust and independent. The Program fund is divided into 2 (two) activities as follows:
   a. Fund distribution to finance working capital and/or purchase of asset in order to improve production and sales;
   b. Additional loan to finance short-term needs in order to meet the orders from Assisted Partners' business partners;
   c. Development cost aimed to improve the productivity of Assisted Partners as well as research and development related to the Partners' grant.
2. Community development program aimed to empower the people's social condition by State-Owned Enterprises.
   a. Assistance for natural disaster victims;
   b. Educational assistance in the form of training, education facilities and infrastructures;
   c. Health improvement assistance;
   d. Assistance for the development of public facilities and infrastructure;
   e. Worship place infrastructure assistance;
   f. Natural conservation assistance;
   g. Community social assistance to alleviate poverty.

Community Development Program activities in 2020 include:

1. Natural Disaster Assistance and Covid-19 Handling Assistance
   a. Assistance in the form of basic necessities to victims of natural disasters amounting to IDR722,396,778;
   b. Distribution of Personal Protective Equipment (PPE), hand sanitizers, masks, disinfectants, thermo guns to Hospitals, Foundations, and Disaster Management Task Forces throughout Indonesia amounting to IDR6,148,484,474.
2. Educational Assistance
   Scholarship assistance for the sons and daughters of the Indonesian National Police and other students, assistance

pelatihan *safety driving*, bantuan sarana dana prasarana penunjang pendidikan, pelatihan ketrampilan bagi para pencari kerja yang bekerjasama dengan BLK , bantuan pengadaan peralatan wifi sebesar Rp7.814.564.756.

3. Bantuan Kesehatan
   Donor darah seluruh Indonesia serta program P4GN kerjasama dengan BNN sebesar Rp967.671.266.
4. Bantuan Sarana dan Prasarana Umum
   Bantuan renovasi sarana dan prasarana umum, pengadaan sarana air bersih sebesar Rp1.808.695.172.
5. Bantuan Sarana Ibadah
   Pembangunan renovasi rumah ibadah seperti masjid, gereja, dan pura di 29 provinsi sebesar Rp2.344.500.000.
6. Bantuan Sosial dan Kemasyarakatan
   Program bedah rumah, pemberian sembako, program pemberdayaan masyarakat, partisipasi bantuan kepada yayasan BUMN, program pendukung kegiatan TJSL dan terkait dengan mitra kerja sebesar Rp5.232.509.754.

with books and educational equipment as well as safety driving training activities, assistance with educational support infrastructure funds, skills training for job seekers in collaboration with BLK, assistance for the procurement of wifi equipment amounting to IDR7,814,564.756.

3. Health Assistance
   Blood donation throughout Indonesia and the P4GN program in collaboration with BNN amounting to IDR967,671,266.
4. Public Facilities and Infrastructure Assistance
   Assistance for renovation of public facilities and infrastructure, procurement of clean water facilities amounting to IDR1,808,695,172.
5. Worship Facilities Assistance
   Construction and/or renovations for houses of worship such as mosques, churches and temples in 29 provinces amounting to IDR2,344,500,000.
6. Social and Community Assistance
   House renovation program, provision of basic necessities, community empowerment program, participation in assistance to SOE foundations, supporting programs for TJSL activities and related to work partners amounting to IDR5,232,509,754.

Program CSR
CSR Programs

No	**Jenis Kegiatan TJSL** Types of Social and Environmental Responsibility Activities	**Tujuan Pembangunan Berkelanjutan** Conformity with Sustainable Development Goals	**Penjelasan** Description
1	Bantuan Paket Bahan Pokok kepada Masyarakat Terdampak COVID – 19 Aid Packages of Basic Materials to Communities Affected by Covid-19	SDG#1 Tanpa Kemiskinan SDG#1 No Poverty	Alokasi Dana Sebesar Rp390.442.500 Periode Pelaksanaan bulan Januari s.d. Desember Fund Allocation of IDR390,442,500,- Implementation Period January to December
2	Bantuan Paket Bahan Pokok kepada Korban Bencana Alam Aid Packages of Basic Materials for Victims of Natural Disasters	SDG#2 Tanpa Kelaparan SDG#2 Zero Hunger	Alokasi Dana Sebesar Rp991.381.797 Periode Pelaksanaan bulan Januari s.d. November Fund Allocation of IDR991,381,797,- Implementation Period January to November
3	Bantuan Alat Kesehatan kepada Rumah Sakit dan Satgas COVID-19 Medical Device Assistance to Hospitals and Covid-19 Task Force	SDG#3 Kesehatan dan Sejahtera SDG#3 Good Health and Well-Being	Alokasi Dana Sebesar Rp7.523.313.240 Periode Pelaksanaan bulan Maret s.d. Desember Fund Allocation of IDR7,523,313,240,- Implementation Period March to December
4	Pembangunan Fasilitas dan Penyediaan Sarana Pendidikan Construction and Provision of Educational Facilities	SDG#4 Pendidikan Berkualitas SDG#4 Quality Education	Alokasi Dana Sebesar Rp7.819.184.756 Periode Pelaksanaan bulan Maret s.d. Desember Fund Allocation of IDR7,819,184,756,- Implementation Period March to December
5	Pembangunan Sarana Air Bersih Construction of Clean Water Facilities	SDG#6 Air Bersih dan sanitasi layak SDG#6 Clean water and decent sanitation	Alokasi Dana Sebesar Rp430.000.000 Periode Pelaksanaan bulan Maret s.d. Desember Fund Allocation of IDR430.000.000,- Implementation Period March to December
6	Bantuan Elektrifikasi dan Penerangan Jalan Electrification and Street Lighting Assistance	SDG#7 Energi Bersih dan Terjangkau SDG#7 Clean and Affordable Energy	Alokasi Dana Sebesar Rp45.500.000 Periode Pelaksanaan bulan Maret s.d. September Fund Allocation of IDR45,500,000,- Implementation Period March to September

Program CSR
CSR Programs

No	Jenis Kegiatan TJSL Types of Social and Environmental Responsibility Activities	Tujuan Pembangunan Berkelanjutan Conformity with Sustainable Development Goals	Penjelasan Description
7	Penyaluran Program Kemitraan dan Pelatihan Mitra Binaan Distribution of Partnership Programs and Training of Fostered Partners	SDG#8 Pekerjaan Layak dan Pertumbuhan Ekonomi SDG#8 Decent Work and Economic Growth	Alokasi Dana Sebesar Rp9.655.914.396 Periode Pelaksanaan bulan Januari s.d. Desember Fund Allocation of IDR9,655,914,396 Implementation Period January to December
8	Pembanngunan dan Renovasi Sarana dan Prasarana Umum Construction and Renovation of Public Facilities and Infrastructure	SDG#9 Infrastruktur, Industri, dan Inovasi SDG#9 Infrastructure, Industry and Innovation	Alokasi Dana Sebesar Rp1.040.430.000 Periode Pelaksanaan bulan Januari s.d. November Fund Allocation of IDR1,040,430,000,- Implementation Period January to November
9	Pembangnunan dan Renovasi Sarana Ibadah Construction and Renovation of Facilities of Worship	SDG#10 Pengurangan Kesenjangan SDG#10 Reduced Inequalities	Alokasi Dana Sebesar Rp4.292.244.639 Periode Pelaksanaan bulan Februari s.d. November Fund Allocation of IDR4,292,244,639,- Implementation Period February to November
10	Penyediaan Dukungan dan Sarana Penunjang bagi Komunitas Provision of Support and Supporting Facilities for the Community	SDG#11 Kota dan Komunitas Berkelanjutan SDG#11 Sustainable Cities and Communities	Alokasi Dana Sebesar Rp1.612.780.734 Periode Pelaksanaan bulan Januari s.d. Desember Fund Allocation of IDR1,612,780,734,- Implementation Period January to December
11	Kegiatan Pelestarian Alam Nature Conservation Activities	SDG#13 Penanganan Perubahan iklim SDG#13 Climate Action	Alokasi Dana Sebesar Rp193.782.500 Periode Pelaksanaan bulan Januari s.d. Juli Fund Allocation of IDR193,782,500,- Implementation Period January to July
12	Bantuan Konservasi Terumbu Karang Coral Reef Conservation Assistance	SDG#14 Menjaga Ekosistem Laut SDG#14 Life Below Water	Alokasi Dana Sebesar Rp45.250.000 Periode Pelaksanaan bulan Februari s.d. September Fund Allocation of IDR45,250,000,- Implementation Period February to September
13	Bantuan Restorasi dan Konservasi Hutan Forest Restoration and Conservation Assistance	SDG#15 Perlindungan Ekosistem Darat SDG#15 Life on Land	Alokasi Dana Sebesar Rp770.520.300 Periode Pelaksanaan bulan Juli s.d. Desember Fund Allocation of IDR770,520,300,- Implementation Period July to December
14	Kegiatan Pencegahan dan Pemberantasan Penyalahgunaan dan Peredaran Gelap Narkotika (P4GN) Prevention and Eradication of Narcotics Abuse and Illicit Trafficking Activities (P4GN)	SDG#16 Perdamaian, Keadilan & Kelembagaan Tangguh SDG#16 Peace, Justice and Strong Institutions	Alokasi Dana Sebesar Rp100.000.000 Periode Pelaksanaan bulan November Fund Allocation of IDR100,000,000 Implementation Period: November
15	Bantuan halte Dinas Perhubungan Bus stop infrastructure assistance from Transportation Agency	SDG#17 Kemitraan untuk mencapai tujuan SDG#17 Partnership for the goals	Alokasi Dana Sebesar Rp29.700.000 Periode Pelaksanaan bulan Agustus Fund Allocation of IDR29,700,000 Implementation Period: August

Saluran Pengaduan Di Bidang Pengembangan Sosial Kemasyarakatan

Hingga akhir tahun 2020, Perseroan belum memiliki saluran dan mekanisme khusus terkait pengaduan kegiatan tanggung jawab sosial terkait pengembangan sosial dan kemasyarakatan. Namun demikian, Perseroan berkomitmen untuk menindaklanjuti setiap pengaduan yang disampaikan seluruh pemangku kepentingan.

Complaint Channels in the Aspect of Social and Community Development

Until the end of 2020, the Company does not yet have a special channel and mechanism related to complaints of social responsibility activities related to social and community development. However, the Company is committed to following up on any complaints submitted by all stakeholders.

TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020

ANNUAL REPORT 2020 RESPONSIBILITY STATEMENT

Laporan Tahunan Tahun Buku 2020 dan informasi lain yang terkait merupakan tanggung jawab penuh manajemen PT Jasa Raharja serta dijamin kebenarannya oleh seluruh anggota Direksi dan Dewan Komisaris dengan membubuhkan tanda tangannya masing-masing di bawah ini:

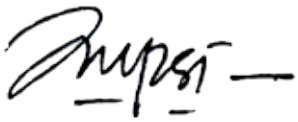
Jakarta, 16 Juni 2020

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Budi Setiyadi
Komisaris Utama
President Commissioner

Suprianto
Komisaris
Commissioner

Humaniati
Komisaris
Commissioner



Antonius
Komisaris Independen
Independent Commissioner

Dyah Kartika Rini*
Komisaris Independen
Independent Commissioner

Rimawan Pradiptyo*
Komisaris Independen
Independent Commissioner

*) Masih dalam tahap Penilaian Kemampuan dan Kepatutan oleh Otoritas Jasa Keuangan (OJK).
*) Still in the stage of Fit and Proper Test by the Financial Services Authority (OJK).

TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020

ANNUAL REPORT 2020 RESPONSIBILITY STATEMENT

Annual Report for Fiscal Year 2020, and other relevant information are the sole responsibility of management PT Jasa Raharja and declared for by all members of the Board of Directors and Board of Commissioners to affix his signature under each of these:

Jakarta, June 16, 2020

DIREKSI
BOARD OF DIRECTORS

Budi Raharjo Slamet
Direktur Utama
President Director

Amos Sampetoding
Direktur Operasional
Director of Operations

Myland
Direktur Keuangan
Director of Finance

M. Wahyu Wibowo
Direktur Manajemen Risiko
dan Telnologi Informasi
Director of Risk Management
and Information Technology

Dewi Aryani Suzana
Direktur SDM dan Umum
Director of HR & General Affairs

LAPORAN KEUANGAN

Financial Report

E-Procurement
HRIS
SIAP MOBILE
Survey
IPK
PKBL Online
Website

PT JASA RAHARJA
DAN ENTITAS ANAK/*AND SUBSIDIARY*

LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS

31 DESEMBER/*DECEMBER* 2020

JASA RAHARJA
Utama dalam perlindungan, prima dalam pelayanan

PT JASA RAHARJA DAN ENTITAS ANAK

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN PADA TANGGAL DAN UNTUK TAHUN - TAHUN YANG BERAKHIR 31 DESEMBER 2020 DAN 2019

Kami, yang bertanda tangan di bawah ini:

1. Nama : Budi Rahardjo S.
   Alamat kantor : Jalan H.R. Rasuna Said Kav. C-2 Kuningan - Jakarta 12920
   Alamat domisili : Jalan Taman Bend Asahan No. 10, Tanah Abang, Jakarta Pusat
   Jabatan : Direktur Utama
2. Nama : Myland
   Alamat kantor : Jalan H.R. Rasuna Said Kav. C-2 Kuningan - Jakarta 12920
   Alamat domisili : Jalan Hang Jebat R/33, Kebayoran Baru, Jakarta Selatan
   Jabatan : Direktur Keuangan

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Jasa Raharja dan Entitas Anak;
2. Laporan keuangan konsolidasian PT Jasa Raharja dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Jasa Raharja dan Entitas Anak telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian PT Jasa Raharja dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Jasa Raharja dan Entitas Anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

PT JASA RAHARJA AND SUBSIDIARY

BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS AT AND FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019

We, the undersigned:

1. *Name* : *Budi Rahardjo S.*
   Office address : *Jalan H.R. Rasuna Said Kav. C-2 Kuningan - Jakarta 12920*
   Residential address : *Jalan Taman Bend Asahan No. 10, Tanah Abang, Jakarta Pusat*
   Title : *President Director*
2. *Name* : *Myland*
   Office address : *Jalan H.R. Rasuna Said Kav. C-2 Kuningan - Jakarta 12920*
   Residential address : *Jalan Hang Jebat R/33, Kebayoran Baru, Jakarta Selatan*
   Title : *Finance Director*

Declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Jasa Raharja and Subsidiary;*
2. *The consolidated financial statements of PT Jasa Raharja and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information in the consolidated financial statements of PT Jasa Raharja and Subsidiary have been disclosed in a complete and truthful manner;*
   b. *The consolidated financial statements of PT Jasa Raharja and Subsidiary do not contain any incorrect information or material fact, nor do they omit material information or facts;*
4. *We are responsible for PT Jasa Raharja and Subsidiary's internal control system.*

Thus this statement is made truthfully.

Atas nama dan mewakili Dewan Direksi/*For and on behalf of the Board of Directors:*
Jakarta, 12 April/*April* 2021

Budi Rahardjo S.
Direktur Utama/
President Director

METERAI TEMPEL
BE045AJX034778977

Myland
Direktur Keuangan/
Finance Director

pwc

LAPORAN AUDITOR INDEPENDEN KEPADA PARA PEMEGANG SAHAM

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF

PT JASA RAHARJA

Kami telah mengaudit laporan keuangan konsolidasian PT Jasa Raharja dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying consolidated financial statements of PT Jasa Raharja and its subsidiary, which comprise the consolidated statement of financial position as at 31 December 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini 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.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these 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.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Jasa Raharja dan entitas anaknya pada tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Jasa Raharja and its subsidiary as at 31 December 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

JAKARTA,
12 April/*April* 2021

Drs. M. Jusuf Wibisana, M.Ec., CPA
Surat Ijin Praktek Akuntan Publik/*License of Public Accountant* No. AP.0222

PT JASA RAHARJA
DAN ENTITAS ANAK/*AND SUBSIDIARY*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	Catatan/ *Notes*	2019	
ASET				***ASSETS***
Kas dan kas pada bank	290,633	4	227,391	*Cash and cash in banks*
Deposito wajib dan berjangka	2,651,374	5	2,749,065	*Statutory and time deposits*
Efek-efek - bersih	11,513,226	6	11,110,920	*Marketable securities - net*
Piutang hasil investasi	79,686		187,944	*Investment income receivables*
Piutang premi - bersih	196,412	7	230,220	*Premium receivables - net*
Piutang reasuransi - bersih	90,724	8	80,722	*Due from reinsurers - net*
Beban akuisisi ditangguhkan	38,407		22,553	*Deferred acquisition cost*
Penyertaan langsung	9,538		9,538	*Direct participations*
Aset tetap - bersih	820,414	10,32	820,789	*Fixed assets - net*
Aset pajak tangguhan - bersih	297,845	14c	362,006	*Deferred tax assets - net*
Aset reasuransi	1,193,589	9	1,000,872	*Reinsurance assets*
Aset dan piutang lain-lain - bersih	127,719	11	125,176	*Other assets and receivables - net*
JUMLAH ASET	17,309,567		16,927,196	***TOTAL ASSETS***
LIABILITAS				***LIABILITIES***
Utang klaim	22,384	12	29,449	*Claim payables*
Utang pajak	122,386	14a	94,866	*Taxes payables*
Akrual dan utang lain-lain	682,829	15,32	678,385	*Accrued expenses and other payables*
Utang reasuransi	84,466	13	126,295	*Due to reinsurers*
Estimasi liabilitas klaim	945,972	16	898,134	*Estimated claim liabilities*
Cadangan atas premi yang belum merupakan pendapatan	3,465,901	17	3,356,714	*Unearned premium reserves*
Liabilitas imbalan kerja	422,865	18	323,323	*Employee benefit liabilities*
JUMLAH LIABILITAS	5,746,803		5,507,166	***TOTAL LIABILITIES***
EKUITAS YANG DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK				***EQUITY ATTRIBUTABLE TO OWNER OF THE PARENT ENTITY***
Modal saham - nilai nominal Rp 1.000.000 (nilai penuh) per lembar saham - modal dasar 34.000.000 lembar saham, modal ditempatkan dan disetor penuh lembar 8.500.000 saham	8,500,000	19	8,500,000	*Share capital - par value of Rp 1,000,000 (full amount) per share - authorised 34,000,000 shares, issued and fully paid 8,500,000 shares*
Tambahan modal disetor	13,504		13,504	*Additional paid-in capital*
Saldo laba yang telah ditentukan penggunaannya	1,955,305		1,703,520	*Appropriated retained earnings*
Saldo laba yang belum ditentukan penggunaannya	1,504,501		1,551,785	*Unappropriated retained earnings*
Kerugian yang belum direalisasi atas efek-efek tersedia untuk dijual, setelah pajak	(240,458)		(227,998)	*Unrealised losses on available-for-sale marketable securities, net of tax*
Komponen ekuitas lainnya	(239,864)		(185,466)	*Other equity components*
	11,492,988		11,355,345	
Kepentingan non-pengendali	69,776		64,685	*Non-controlling interest*
JUMLAH EKUITAS	11,562,764		11,420,030	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	17,309,567		16,927,196	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT JASA RAHARJA
DAN ENTITAS ANAK/*AND SUBSIDIARY*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	Catatan/ *Notes*	2019	
PENDAPATAN				***REVENUES***
Pendapatan premi				*Premium income*
Premi bruto	5,385,063	21	6,114,975	*Gross premiums*
Premi reasuransi	(505,960)	22	(655,117)	*Reinsurance premiums*
Kenaikan cadangan atas premi yang belum merupakan pendapatan	(10,651)	23	(113,078)	*Increase in unearned premium reserves*
Pendapatan premi - bersih	4,868,452		5,346,780	*Premium income - net*
Pendapatan investasi	976,175	25	1,037,650	*Investment income*
Pendapatan lain-lain - bersih	437,880	26	612,671	*Other income - net*
JUMLAH PENDAPATAN	6,282,507		6,997,101	***TOTAL REVENUE***
BEBAN				***EXPENSES***
Klaim dan manfaat				*Claims and benefits*
- Klaim dan manfaat	2,854,868	27	3,178,154	*Claims and benefits -*
- Klaim reasuransi	(249,540)	28	(177,318)	*Reinsurance claims -*
- (Penurunan)/kenaikan estimasi liabilitas klaim	(60,348)	29	22,229	*(Decrease)/increase in - estimated claim liabilities*
Klaim dan manfaat - bersih	2,544,980		3,023,065	*Claims and benefits - net*
Beban akuisisi dan komisi	428,017	24	499,856	*Acquisition costs and commission expenses*
Beban umum dan administrasi	1,457,592	30	1,569,175	*General and administrative expenses*
JUMLAH BEBAN	4,430,589		5,092,096	***TOTAL EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN	1,851,918		1,905,005	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	(343,021)	14b	(346,004)	***INCOME TAX EXPENSES***
LABA BERSIH TAHUN BERJALAN	1,508,897		1,559,001	***NET PROFIT FOR THE YEAR***
Penghasilan komprehensif lain				***Other comprehensive income***
Pos-pos yang akan direklasifikasi ke laba rugi:				*Items that will be reclassified to profit or loss:*
(Kerugian)/keuntungan yang belum direalisasi atas efek-efek yang tersedia untuk dijual	(4,044)		148,973	*Unrealised (losses)/gains on available-for-sale marketable securities*
Efek pajak terkait	(7,367)		(440)	*Related tax effect*
	(11,411)		148,533	
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				*Items that will not be reclassified to profit or loss:*
Pengukuran kembali imbalan pasca kerja	(73,793)	18	(101,593)	*Remeasurement of post-employment benefits*
Efek pajak terkait	19,462		25,398	*Related tax effect*
	(54,331)		(76,195)	
(Rugi)/penghasilan komprehensif lain tahun berjalan, setelah pajak	(65,742)		72,338	***Other comprehensive (expenses)/income for the year, net of tax***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	1,443,155		1,631,339	***TOTAL COMPREHENSVE INCOME FOR THE YEAR***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	Catatan/ *Notes*	2019	
LABA TAHUN BERJALAN YANG DIATRIBUSIKAN KEPADA:				***INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	1,504,501		1,551,785	*Owner of the parent entity*
Kepentingan non-pengendali	4,396		7,216	*Non-controlling interest*
	1,508,897		1,559,001	
LABA KOMPREHENSIF YANG DIATRIBUSIKAN KEPADA:				***COMPREHENSIVE INCOME ATTRIBUTABLE TO:***
Pemilik entitas induk	1,437,643		1,623,540	*Owner of the parent entity*
Kepentingan non-pengendali	5,512		7,799	*Non-controlling interest*
	1,443,155		1,631,339	

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT JASA RAHARJA
DAN ENTITAS ANAK/*AND SUBSIDIARY*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Diatribusikan kepada pemilik entitas induk/ *Attributable to owner of the parent entity*							Kepentingan non-pengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
		Modal ditempatkan dan disetor/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Kerugian yang belum direalisasi atas efek-efek yang tersedia untuk dijual, setelah pajak/ *Unrealised losses on available-for-sale marketable securities, net of tax*	Komponen ekuitas lainnya/ *Other equity components*	Saldo laba/ *Retained earnings*		Jumlah/ *Total*			
						Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*				
Saldo pada tanggal 1 Januari 2019		5,000,000	13,504	(375,648)	(109,571)	4,613,515	1,481,134	10,622,934	57,258	10,680,192	***Balance as at 1 Januari 2019***
Pembayaran dividen	20	-	-	-	-	-	(891,129)	(891,129)	(372)	(891,501)	*Dividend payment*
Laba bersih tahun berjalan		-	-	-	-	-	1,551,785	1,551,785	7,216	1,559,001	*Net profit for the year*
Penambahan cadangan modal ditempatkan	19	3,500,000	-	-	-	(3,500,000)	-	-	-	-	*Addition of capital reserves*
Reklasifikasi saldo cadangan umum	19	-	-	-	-	(139,101)	139,101	-	-	-	*Reclassification for general reserve*
Pembentukan cadangan umum		-	-	-	-	729,106	(729,106)	-	-	-	*Appropriation for general reserves*
Penghasilan/(rugi) komprehensif lain tahun berjalan setelah pajak		-	-	147,650	(75,895)	-	-	71,755	583	72,338	*Other comprehensive income/(expenses) for the year - net of tax*
Saldo pada tanggal 31 Desember 2019		8,500,000	13,504	(227,998)	(185,466)	1,703,520	1,551,785	11,355,345	64,685	11,420,030	***Balance as at 31 December 2019***
Pembayaran dividen	20	-	-	-	-	-	(1,300,000)	(1,300,000)	(421)	(1,300,421)	*Dividend payment*
Laba bersih tahun berjalan		-	-	-	-	-	1,504,501	1,504,501	4,396	1,508,897	*Net profit for the year*
Pembentukan cadangan umum		-	-	-	-	251,785	(251,785)	-	-	-	*Appropriation for general reserves*
Penghasilan komprehensif lain tahun berjalan setelah pajak		-	-	(12,460)	(54,398)	-	-	(66,858)	1,116	(65,742)	*Other comprehensive income for the year - net of tax*
Saldo pada tanggal 31 Desember 2020		8,500,000	13,504	(240,458)	(239,864)	1,955,305	1,504,501	11,492,988	69,776	11,562,764	***Balance as at 31 December 2020***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari:			*Cash received from:*
Premi	5,460,310	6,196,625	*Premiums*
Klaim dan komisi reasuransi	426,317	401,625	*Reinsurance claims and commission*
Lain-lain	656,237	932,925	*Others*
Pengeluaran kas untuk:			*Cash disbursement for:*
Premi reasuransi	(558,004)	(671,311)	*Reinsurance premiums*
Beban akuisisi dan komisi	(619,430)	(728,145)	*Acquisition and commission expenses*
Klaim	(2,860,641)	(3,154,323)	*Claims*
Beban umum dan administrasi	(1,379,640)	(1,212,005)	*General and administrative expenses*
Pajak penghasilan	(230,042)	(313,248)	*Income taxes*
Lain-lain	(58,951)	(390,961)	*Others*
Arus kas bersih yang diperoleh dari aktivitas operasi	836,156	1,061,182	*Net cash flows provided from operating activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan hasil investasi	1,521,335	914,211	*Investment income*
Penempatan investasi	(13,454,527)	(4,182,604)	*Placement of investments*
Penjualan dan pencairan investasi	12,576,359	3,250,415	*Sale and redemption of investments*
Pembelian aset tetap	(100,077)	(123,532)	*Purchase of fixed assets*
Penjualan aset tetap	10,053	25,747	*Sales of fixed assets*
Arus kas bersih yang diperoleh dari/ (digunakan untuk) aktivitas investasi	553,143	(115,763)	*Net cash flows provided from/ (used in) investing activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran sewa	(26,057)	-	*Payment for leases*
Pembagian dividen kas	(1,300,000)	(897,129)	*Distribution of cash dividend*
Arus kas bersih digunakan untuk aktivitas pendanaan	(1,326,057)	(897,129)	*Net cash flows used in financing activities*
Kenaikan bersih kas dan kas pada bank	63,242	48,290	***Net increase in cash and cash in banks***
Kas dan kas pada bank pada awal tahun	227,391	179,101	***Cash and cash in banks at the beginning of the year***
Kas dan kas pada bank pada akhir tahun	290,633	227,391	***Cash and cash in banks at the end of the year***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

1. INFORMASI UMUM

PT Jasa Raharja ("Perusahaan") didirikan berdasarkan Peraturan Pemerintah Nomor 8 Tahun 1965 tentang Pendirian Perusahaan Negara Asuransi Kerugian Djasa Rahardja ("PNAK Djasa Rahardja") dengan mengalihkan seluruh kekayaan Perusahaan Negara Asuransi Kerugian Eka Karya yang didirikan 1 Januari 1961. PNAK Djasa Rahardja diubah statusnya menjadi Perusahaan Umum (Perum) berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia Nomor Kep.750/KMK/IV/II/1970 tanggal 18 November 1970. Pada tahun 1980, sesuai dengan Peraturan Pemerintah Nomor 39 Tahun 1980 tentang Pengalihan Bentuk Perusahaan Umum (Perum) Asuransi Kerugian Jasa Raharja, status Perusahaan berubah dari Perum menjadi Perseroan Terbatas ("Persero").

Anggaran Dasar Perusahaan pertama kali dimuat dan disahkan berdasarkan Akta Notaris Nomor 49 tanggal 28 Februari 1981 yang dibuat dihadapan Notaris Imas Fatimah, S.H. Akta ini telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No.YA.5/234/11 tanggal 8 Maret 1982, didaftarkan pada Pengadilan Negeri Jakarta dengan No. 2005 tanggal 8 Juni 1982, dan diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 1256, Tambahan No. 86 tanggal 26 Oktober 1982.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, anggaran dasar terakhir disahkan dengan akta notaris Julius Purnawan, S.H., M.Si., Nomor 14 tanggal 9 April 2020 yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-0034556.AH.01.02 Tahun 2020 tanggal 8 Mei 2020. Perubahan Anggaran Dasar terakhir ini adalah mengenai nama Perusahaan dari Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja menjadi PT Asuransi Kerugian Jasa Raharja, dan perubahan struktur pemegang saham akibat dari pengalihan seluruh saham seri B Negara Republik Indonesia dan dalam rangka penambahan penyertaan modal Negara Republik Indonesia pada PT Bahana Pembinaan Usaha Indonesia (Persero) ("BPUI").

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan didirikannya Perusahaan adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi, jaminan sosial dan pembangunan nasional pada umumnya, khususnya di bidang asuransi kerugian dengan menyelenggarakan program asuransi sosial, dan optimalisasi pemanfaatan sumber daya Perusahaan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perusahaan Terbatas. Untuk mencapai maksud dan tujuan tersebut sebelumnya, Perusahaan dapat melaksanakan kegiatan usaha sebagai berikut:

1. GENERAL INFORMATION

PT Jasa Raharja (the "Company") was established based on the Government Regulation Number 8 Year 1965 regarding the Establishment of Perusahaan Negara Asuransi Kerugian Djasa Rahardja ("PNAK Djasa Rahardja") by transferring the whole properties of Perusahaan Negara Asuransi Kerugian Eka Karya which established on 1 January 1961. PNAK Djasa Rahardja changed its status to Public Company based on Minister of Finance of the Republic of Indonesia Decree Number Kep.750/KMK/IV/II/1970 dated 18 November 1970. In 1980, in accordance with the Indonesian Government Regulation Number 39 Year 1980 regarding the Transformation of the Public Company Asuransi Kerugian Jasa Raharja, the Company's status was changed into a Limited Liability Company ("Persero").

The Company's Articles of Association was authorised based on Notarial Deed No.49 dated 28 February 1981 issued by Notary Imas Fatimah S.H. The Deed was approved by the Minister of Justice of the Republic of Indonesia through its Decree No. YA.5/234/11 dated 8 March 1982, registered with the Jakarta District Court No. 2005 on 8 June 1982, and was published in the State Gazette of the Republic of Indonesia No. 1256, Supplement No. 86 dated 26 October 1982.

The Company's Articles of Association have been amended several times, with the latest amendment in accordance with Notarial Deed No. 14 dated 9 April 2020 issued by Julius Purnawan, S.H., M.Si., Notary in Jakarta and this deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through its decree No. AHU-AHU-0034556.AH.01.02 year 2020 dated 8 May 2020. This amendment regarding the legal entity's name from a state-owned Company ("Persero") PT Asuransi Kerugian Jasa Raharja to PT Asuransi Kerugian Jasa Raharja and changes in shareholder structure as a result of the transfer of all series B shares of the Republic of Indonesia and in the context of increasing the capital participation of the Republic of Indonesia in PT Bahana Pembinaan Usaha Indonesia (Persero) ("BPUI").

In accordance with Article 3 of the Company's Articles of Association, the purpose and objective of the Company are to participate in the implementation and support to the Government's policy program in economics, social security and national development in general, particularly in the field of insurance by organising social insurance programs, and optimising resource utilisation of the Company to produce high-quality services with robust competitiveness to increase the value of the Company by applying the principles of Limited Liability Company. In order to achieve the purpose and objective, the Company can carry out business activities as follows:

1. INFORMASI UMUM (lanjutan)

a. Melaksanakan asuransi kecelakaan penumpang alat angkutan umum sesuai dengan Undang-Undang Nomor 33 Tahun 1964 berikut peraturan pelaksanaannya dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga sesuai dengan Undang-Undang Nomor 34 Tahun 1964 berikut peraturan pelaksanaannya;
b. Mengadakan dan menutup perjanjian asuransi kendaraan bermotor dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga dalam hal kecelakaan alat angkutan;
c. Menerima pertanggungan tidak langsung untuk ditahan sendiri oleh Perusahaan; dan
d. Melakukan kegiatan-kegiatan investasi dengan memperhatikan ketentuan peraturan perundang-undangan.

Perusahaan berdomisili di Jakarta dengan Kantor Pusat berlokasi di Jl. H. R. Rasuna Said Kav. C-2, Jakarta. Perusahaan memiliki 29 kantor cabang, 63 kantor perwakilan, dan 37 kantor pelayanan di seluruh Indonesia (tidak diaudit). Pada tanggal 31 Desember 2020 dan 2019, Perusahaan mempunyai masing-masing 1.928 dan 2.003 karyawan (tidak diaudit).

Pada tanggal 31 Desember 2020 dan 2019, komposisi Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

***1. GENERAL INFORMATION** (continued)*

a. Carry out passengers accident insurance of public transportation activities in accordance with Law No. 33 Year 1964 following its implementation regulations and liability insurance under the law against third parties in accordance with Law No. 34 Year 1964 following its implementation regulations;
b. Conduct and close the agreements of motor vehicle insurance and liability insurance under the law against third parties in the event of transportation accidents;
c. Receive indirect insurance to be retained by the Company; and
d. Perform investment activities in regard to the provisions of the law and regulations.

The Company is domiciled in Jakarta with its Head Office is located at Jl. H. R. Rasuna Said Kav. C-2, Jakarta. The Company has 29 office branches, 63 office representatives, and 37 service offices, across Indonesia (unaudited). As at 31 December 2020 and 2019, the Company has 1,928 and 2,003 employees, respectively (unaudited).

As at 31 December 2020 and 2019 the composition of the Board of Commissioners and Directors of the Company are as follows:

2020		2019	
Dewan Komisaris:			***Board of Commissioners:***
Komisaris Utama	Budi Setiyadi	Budi Setiyadi	*President Commissioner*
Komisaris	Humaniati	Humaniati	*Commissioner*
Komisaris	Setya Utama	Setya Utama	*Commissioner*
Komisaris	Suprianto	Suprianto	*Commissioner*
Komisaris Independen	Antonius	Antonius	*Independent Commissioner*
Komisaris Independen	Dyah Kartika Rini[1)]	-	*Independent Commissioner*
Komisaris Independen	Rimawan Pradiptyo[2)]	-	*Independent Commissioner*
Direksi:			***Directors:***
Direktur Utama	Budi Rahardjo Slamet	Budi Rahardjo Slamet	*President Director*
Direktur Manajemen Risiko dan Teknologi Informasi	M. Wahyu Wibowo	M. Wahyu Wibowo	*Risk Management and Information Technology Director*
Direktur Operasional	Amos Sampetoding	Amos Sampetoding	*Operational Director*
Direktur Keuangan	Myland	Myland	*Finance Director*
Direktur SDM dan Umum	Dewi Aryani Suzana	Dewi Aryani Suzana	*HR and General Director*

[1)] Ditunjuk melalui Surat Keputusan Menteri BUMN No. SK-346/MBU/10/2020 pada 26 Oktober 2020 dan Surat Keputusan Direktur BPUI selaku Induk Holding No. 046/SK-DIR/CORP/BPUI/X/2020 pada 16 Oktober 2020 dan akan berlaku efektif setelah mendapat persetujuan Otoritas Jasa Keuangan.

[2)] Ditunjuk melalui Surat Keputusan Menteri BUMN No. SK-375/MBU/11/2020 pada 18 November 2020 dan Surat Keputusan Direktur BPUI selaku Induk Holding No. 067/SK-DIR/CORP/BPUI/XI/2020 pada 18 November 2020 dan akan berlaku efektif setelah mendapat persetujuan Otoritas Jasa Keuangan.

[1)] Appointed based on Minister of State Owned Enterprises decision letter No. SK-346/MBU/10/2020 on 26 October 2020 and Director of BPUI decision letter No. 046/SK-DIR/CORP/BPUI/X/2020 on 16 October 2020 and will become effective after Indonesia Financial Services Authority (OJK) approval.

[2)] Appointed based on Minister of State Owned Enterprises decision letter No. SK-375/MBU/11/2020 on 18 November 2020 and Director of BPUI decision letter No. 067/SK-DIR/CORP/BPUI/XI/2020 on 18 November 2020 and will become effective after Indonesia Financial Services Authority (OJK) approval.

1. INFORMASI UMUM (lanjutan)

Entitas anak yang dikonsolidasi:

Perusahaan memiliki secara langsung kepemilikan pada entitas anak sebagai berikut:

1. GENERAL INFORMATION (continued)

Consolidated subsidiary:

The Company has direct ownership interests in the following subsidiary:

Entitas anak/*Subsidiary*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Persentase kepemilikan/ *Percentage of ownership* 2020	2019	Jumlah aset/ *Total assets* 2020	2019
PT Asuransi Jasaraharja Putera	Jakarta	Asuransi kerugian dan *surety bond*/*General insurance and surety bond*	93.8%	93.8%	3,434,167	3,104,746

PT Asuransi Jasaraharja Putera ("Entitas anak"), didirikan berdasarkan Akta Notaris Nomor 81 tanggal 27 November 1993 yang dikeluarkan oleh Ny. Machmudah Rijanto, S.H., Notaris di Jakarta. Akta pendirian ini telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Keputusan Nomor: C2-13619.HT.01.04.TH.93 tanggal 13 Desember 1993, serta telah diumumkan dalam Lembaran Berita Negara Republik Indonesia tanggal 18 Januari 1994 Nomor 5 Tambahan Nomor 303.

PT Asuransi Jasaraharja Putera (the "Subsidiary") was established based on Notarial Deed No. 81 dated 27 November 1993 issued by Mrs. Machmudah Rijanto, S.H., a Notary in Jakarta. The Deed was approved by the Minister of Justice of the Republic of Indonesia through the Decree No. C2-13619.HT.01.04.TH.93 dated 13 December 1993, followed by the announcement in the State Gazette of the Republic of Indonesia on 18 January 1994 No. 5 Supplement No. 303.

Anggaran Dasar Entitas Anak telah mengalami beberapa kali perubahan, perubahan terakhir dengan Akta Notaris Sari Bhirawati, S.H., No. 6 tanggal 29 Desember 2020 mengenai Perubahan Anggaran Dasar Entitas Anak. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-AH.01.03-0425458 tanggal 30 Desember 2020.

The Subsidiary's Article of Association have been amended several times, most recently by Notarial Deed No. 6 dated 29 Desember 2020 of Sari Bhirawati, S.H., regarding the change in the Subsidiary's Articles of Association. This change has been approved by Minister of Law and Human Rights of the Republic of Indonesia in its Letter No. AHU-AH.01.03-0425458 dated 30 December 2020.

Entitas anak berdomisili di Jakarta dan bergerak dalam bidang usaha asuransi kerugian dan *surety bond,* baik secara konvensional maupun secara syariah. Izin pendirian unit syariah telah disetujui berdasarkan Keputusan Menteri Keuangan Nomor KEP-185/KM.10/2012 tanggal 23 April 2012.

The subsidiary is domiciled in Jakarta and is engaged in the general insurance business and surety bond, both conventional and sharia. The establishment of the sharia unit has been approved by the corresponding decision of the Minister of Finance No. KEP-185/KM.10/2012 dated 23 April 2012.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

Laporan keuangan konsolidasian Perusahaan dan entitas anak (bersama-sama disebut "Grup") disusun dan diotorisasi oleh Direksi untuk terbit pada tanggal 12 April 2021.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan konsolidasian adalah seperti yang dijabarkan di bawah ini:

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the Company and its subsidiary (together called the "Group") were prepared and authorised by the Directors to be issued on 12 April 2021.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below:

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan Standar Akuntansi Keuangan di Indonesia. Laporan keuangan konsolidasian disusun berdasarkan harga perolehan, kecuali untuk aset keuangan yang diklasifikasikan dalam kelompok aset yang diukur pada nilai wajar melalui laporan laba rugi dan tersedia untuk dijual yang diukur pada nilai wajar. Laporan keuangan konsolidasian disusun berdasarkan akuntansi berbasis akrual, kecuali laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dan arus kas dikelompokkan atas dasar aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas konsolidasian, kas dan kas pada bank mencakup kas dan kas di bank yang tidak dibatasi penggunaannya dan tidak digunakan sebagai jaminan atas pinjaman.

Seluruh angka dalam laporan keuangan konsolidasian ini, dinyatakan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan khusus.

Pos-pos yang disertakan dalam laporan keuangan konsolidasian Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama dimana Grup beroperasi ("mata uang fungsional"). Mata uang fungsional Grup adalah Rupiah.

Dalam penyusunan laporan keuangan konsolidasian dibutuhkan estimasi dan asumsi yang mempengaruhi nilai aset dan liabilitas dilaporkan dan pengungkapan atas aset dan liabilitas kontinjensi pada tanggal laporan keuangan konsolidasian dan jumlah pendapatan dan beban selama periode laporan. Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan jumlah yang diestimasi semula (lihat Catatan 3).

b. Perubahan pada pernyataan standar akuntansi keuangan dan interpretasi pernyataan standar akuntansi keuangan

Berikut ini adalah standar akuntansi keuangan dan perubahan standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2020:

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards. The consolidated financial statements have been prepared under the historical cost, except for financial assets classified as fair value through profit or loss and available-for-sale which are measured at fair value. The consolidated financial statements are prepared under the accrual basis of accounting, except for the consolidated statement of cash flows.

The consolidated statement of cash flows is prepared based on the direct method by classifying cash flows on the basis of operating, investing, and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash in bank include cash on hand and cash in banks which are not restricted and placed as collateral for any borrowings.

Figures in these consolidated financial statements are expressed in millions of Rupiah ("Rp"), unless otherwise stated.

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates (the "functional currency"). The functional currency of the Group is Rupiah.

The preparation of the consolidated financial statements requires the use of estimates and assumptions that affects the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates (refer to Note 3).

b. Changes to the statements of financial accounting standards and interpretation of financial accounting standards

The followings are financial accounting standards and amendments of financial accounting standards become effective starting 1 January 2020:

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

b. Perubahan pada pernyataan standar akuntansi keuangan dan interpretasi pernyataan standar akuntansi keuangan (lanjutan)

Berikut ini adalah standar akuntansi keuangan dan perubahan standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2020: (lanjutan)

- PSAK 71 "Instrumen Keuangan";
- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan";
- PSAK 73 "Sewa";
- Amandemen PSAK 1 "Penyajian Laporan Keuangan";
- Amandemen PSAK 15 "Investasi pada Entitas asosiasi dan Ventura Bersama";
- Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan";
- Amandemen PSAK 62 "Kontrak Asuransi";

- Amendemen PSAK 71, Amendemen PSAK 55 dan Amendemen PSAK 60 tentang "Reformasi Acuan Suku Bunga";
- Amandemen PSAK 102 "Akuntansi Murabahah";
- Amandemen PSAK 73 "Sewa" tentang konsesi sewa terkait COVID-19;
- ISAK 35 "Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba";
- ISAK 36 "Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa";

- Penyesuaian tahunan 2020 terhadap Kerangka Konseptual 2019;
- ISAK 101 "Pengakuan Pendapatan Murabahah Tanggung tanpa Risiko Signifikan Terkait Kepemilikan Persediaan";
- ISAK 102 "Penurunan Nilai Piutang Murabahah";
- PPSAK 13: Pencabutan PSAK 45: Pelaporan Keuangan Entitas; dan

- Penyesuaian tahunan 2019 terhadap PSAK 1 "Penyajian Laporan Keuangan" dan PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan".

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

b. Changes to the statements of financial accounting standards and interpretation of financial accounting standards *(continued)*

The followings are financial accounting standards and amendments of financial accounting standards become effective starting 1 January 2020: (continued)

- *SFAS 71 "Financial Instrument";*
- *SFAS 72 "Revenue from Contract with Customer";*
- *SFAS 73 "Leases";*
- *Amendment of SFAS 1 "Presentation of Financial Statements";*
- *Amendment to SFAS 15 "Investment in Associates and Joint Ventures";*
- *Amendment SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Error";*
- *Amendment to SFAS 62 "Insurance Contracts";*
- *Amendement to SFAS 71, Amendment to SFAS 55 and Amendement to SFAS 60 "Interest Rate Benchmark Reform";*
- *Amendment to SFAS 102 "Accounting for Murabahah";*
- *Amendment to SFAS 73 "Leases" related to COVID-19 rent concessions;*
- *ISFAS 35 "Presentation of Non-profit Oriented Entities Financial Statements".*
- *IFAS 36 "Interpretation of the Interaction between Provisions regarding Land Rights in SFAS 16: Fixed Assets and SFAS 73: Leases";*
- *Annual improvements 2020 to Conceptual Framework 2019;*
- *ISFAS 101 "Recognition of deferred Murabahah Income without Significant Inventory Ownership Risks";*
- *ISFAS 102 "Impairment of Murabahah Receivables";*
- *PPSAK 13: Withdrawal of SFAS 45: Financial Reporting of Non-Profit Entities; and*
- *Annual improvements 2019 to SFAS 1 "Presentation of Financial Statement" and SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors".*

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

b. Perubahan pada pernyataan standar akuntansi keuangan dan interpretasi pernyataan standar akuntansi keuangan (lanjutan)

Kecuali untuk perubahan yang dijelaskan di bawah ini, implementasi dari standar-standar tersebut di atas tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Grup dan tidak memiliki dampak yang material terhadap laporan keuangan konsolidasian di tahun berjalan atau tahun sebelumnya.

PSAK 71 "Instrumen Keuangan"

Grup telah menerapkan pengecualian sementara dari PSAK 71 (*deferral approach*) sampai dengan 1 Januari 2025 karena memenuhi kriteria tertentu seperti tertuang di dalam standar. PSAK 71 akan diterapkan oleh Grup bersamaan dengan penerapan PSAK 74 "Kontrak Asuransi" di masa yang akan datang.

PSAK 73 "Sewa"

Sehubungan dengan penerapan PSAK 73, Grup sebagai pihak penyewa mengakui aset hak-guna dan liabilitas sewa terkait dengan sewa yang sebelumnya diklasifikasikan sebagai "sewa operasi" berdasarkan prinsip PSAK 30: "Sewa", kecuali atas sewa jangka pendek. Liabilitas sewa diukur pada nilai kini dari sisa pembayaran sewa, yang didiskontokan berdasarkan kurva suku bunga aktual *risk free rate* pada tanggal 1 Januari 2020. Dalam menentukan suku bunga, Grup juga mempertimbangkan faktor seperti jangka waktu sewa. Aset hak-guna diukur pada jumlah yang sama dengan liabilitas sewa, disesuaikan dengan jumlah pembayaran dimuka.

Sesuai dengan persyaratan transisi pada PSAK 73, Grup memilih penerapan secara prospektif dengan dampak kumulatif pada awal penerapan diakui pada tanggal 1 Januari 2020 dan tidak menyajikan kembali informasi komparatif. Grup telah membukukan akumulasi beban depresiasi atas aset hak-guna dan beban bunga atas liabilitas sewa pada "beban umum dan administrasi".

c. Prinsip konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anak dimana Perusahaan memiliki pengendalian. Perusahaan mengendalikan suatu entitas ketika Perusahaan terekspos terhadap, atau memiliki hak atas, pengembalian variabel dari keterlibatannya terhadap entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

b. Changes to the statements of financial accounting standards and interpretation of financial accounting standards *(continued)*

Except for the changes as explained below, the implementation of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current year or prior financial years.

SFAS 71 "Financial Instruments"

The Group has applied the temporary exemption of SFAS 71 (deferral approach) up to 1 January 2025 having met the eligibility requirements for deferral under the standard. SFAS 71 will be adopted by the Group simultaneously with the implementation of SFAS 74 "Insurance Contracts" in the future.

SFAS 73 "Leases"

In relation to the implementation of SFAS 73, the Group as lessee recognised right-of-use assets and leases liabilities related to leases which were previously classified as "operating leases" based on SFAS 30: "Leases", except for short-term leases. These lease liabilities were measured at the present value of the remaining lease payments, discounted based on yield curve of actual risk free rate as of 1 January 2020. In determining incremental borrowing, the Group also considers factor such as the rental period. Right-of-use assets were measured at the amount equal to the lease liabilites, adjusted by the amount of any prepaid.

In accordance with the transition requirements of SFAS 73, the Group leases apply prospectively with the cumulative effect of initial implementation recognised at 1 January 2020 and not restate comparative information. The Group has recorded the accumulated depreciation expense of right-of use-assets and interest expense of leases liabilities in "general and administrative".

c. Principle of consolidation

The consolidated financial statements include the accounts of the Company and its subsidiary where the entity has control. The Company controls an entity when the Company is exposed to, or has right to, variable returns from its involvement with the entity and has the ability to affect those return through its power over the entity.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

c. Prinsip konsolidasian (lanjutan)

Entitas anak dikonsolidasikan sejak tanggal pengendalian beralih secara efektif kepada Perusahaan dan tidak lagi dikonsolidasi sejak Perusahaan tidak lagi memiliki kontrol.

Kepentingan non-pengendali adalah ekuitas entitas anak yang tidak dapat diatribusikan secara langsung atau tidak langsung pada entitas induk.

Kepentingan non-pengendali atas laba bersih entitas anak disajikan sebagai pengurang dari laba bersih konsolidasian untuk menyajikan jumlah laba yang menjadi hak Perusahaan. Kepentingan non-pengendali atas aset bersih disajikan sebagai bagian dari ekuitas. Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Transaksi, saldo dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Kebijakan akuntansi entitas anak diubah jika diperlukan untuk memastikan konsistensi dengan kebijakan akuntasi yang diadopsi Grup.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian telah diterapkan secara konsisten oleh entitas anak, kecuali bila dinyatakan lain.

d. Instrumen keuangan

i. Aset keuangan

Grup mengklasifikasikan aset keuangannya dalam kategori aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, pinjaman yang diberikan dan piutang, aset keuangan yang dimiliki hingga jatuh tempo dan aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

c. Principle of consolidation *(continued)*

The subsidiary is consolidated from the date on which effective control is transferred to the Company and no longer consolidated from the date when the Company is no longer able to control.

Non-controlling interest represent the equity in a subsidiary not attributable directly or indirectly to the parent.

Non-controlling interest in net income of subsidiary is presented as a deduction of consolidated net income in order to present the Company's income. Non-controlling interest in net assets is presented as part of equity. Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

Intercompany transactions, balances and unrealised gains on transactions between the Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiary have been changed where necessary to ensure consistency with the policies adopted by the Group.

The accounting policies adopted in preparing the consolidated financial statements have been consistently applied by the subsidiary, unless otherwise stated.

d. Financial instruments

i. Financial assets

The Group classifies its financial assets in the following categories of financial assets at fair value through profit or loss, loans and receivables, held-to-maturity financial assets and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi

Kategori ini terdiri dari dua sub-kategori: aset keuangan yang diklasifikasikan dalam kelompok diperdagangkan dan aset keuangan yang pada saat pengakuan awal telah ditetapkan oleh Grup untuk diukur pada nilai wajar melalui laporan laba rugi.

Aset keuangan diklasifikasikan dalam kelompok diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek (*short-term profit taking*) yang terkini.

Instrumen keuangan yang dikelompokkan ke dalam kategori ini diakui pada nilai wajarnya pada saat pengakuan awal; biaya transaksi (jika ada) diakui secara langsung ke dalam laporan laba rugi. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar dan penjualan instrumen keuangan ini diakui di dalam laporan laba rugi konsolidasian dan dicatat sebagai "Pendapatan investasi".

Pendapatan bunga dari instrumen keuangan yang diperdagangkan termasuk di dalam pendapatan investasi. Pendapatan/(kerugian) investasi diakui berdasarkan basis akrual. Keuntungan/(kerugian) selisih kurs atas investasi dilaporkan sebagai "Pendapatan investasi".

Pinjaman yang diberikan dan piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

i. Financial assets *(continued)*

Financial assets at fair value through profit or loss

This category comprises two sub-categories: financial assets classified as held for trading and financial assets designated by the Group as at fair value through profit or loss upon initial recognition.

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking.

Financial instruments included in this category are recognised initially at fair value; transaction costs (if any) are taken directly to the profit or loss. Gains or losses arising from changes in fair value and sales of these financial instruments are included directly in the statement of consolidated statement of profit or loss and are reported as "Investment income".

Interest income on financial instruments held for trading are included in investment income. Investment income/(loss) is recognised on an accrual basis. Foreign exchange gains/(losses) on investments are reported as "Investment income".

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Pinjaman yang diberikan dan piutang (lanjutan)

- yang dimaksudkan oleh Grup untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laporan laba rugi;

- yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; dan

- dalam hal Grup mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, pinjaman yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi (jika ada) dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dan diakui di dalam laporan laba rugi konsolidasian sebagai "Cadangan kerugian penurunan nilai".

Pendapatan bunga atas aset keuangan dalam kategori pinjaman yang diberikan dan piutang termasuk di dalam pendapatan investasi. Pendapatan bunga diakui dengan basis akrual. Keuntungan/ (kerugian) selisih kurs atas investasi dicatat dalam pendapatan investasi.

Aset keuangan yang dimiliki hingga jatuh tempo

Aset keuangan dalam kelompok dimiliki hingga jatuh tempo adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, serta Grup mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo, kecuali:

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

i. Financial assets *(continued)*

Loans and receivables (continued)

- *those that the Group intends to sell immediately or in the short-term, which are classified as held for trading and those that the entity upon initial recognition measured as at fair value through profit or loss;*

- *those that the Group upon initial recognition measured as available-for-sale; and*

- *those for which the Group may not recover substantially all of its initial investment, other than because of loans and receivables deterioration.*

Loans and receivables are initially recognised at fair value plus transaction costs (if any) and subsequently measured at amortised cost using the effective interest rate method. In case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loans and receivables and recognised in the consolidated statement of profit or loss as "Allowance for impairment losses".

Interest income on financial assets classified as loans and receivables are included in investment income. Interest income is recognised on an accrual basis. Foreign exchange gains/(losses) on investments are recorded as investment income.

Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group has the positive intention and ability to hold to maturity, other than:

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Aset keuangan yang dimiliki hingga jatuh tempo (lanjutan)

- yang pada saat pengakuan awal ditetapkan sebagai aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi;
- yang ditetapkan oleh Grup dalam kelompok tersedia untuk dijual; dan
- yang memiliki definisi pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, aset keuangan dimiliki hingga jatuh tempo diakui pada nilai wajarnya ditambah biaya transaksi (jika ada) dan selanjutnya diukur pada biaya perolehan yang diamortisasi dengan menggunakan suku bunga efektif dikurangi penyisihan kerugian penurunan nilai (jika ada).

Aset keuangan tersedia untuk dijual

Aset keuangan dalam kelompok tersedia untuk dijual adalah aset keuangan non-derivatif yang ditetapkan untuk dimiliki pada periode tertentu di mana akan dijual dalam rangka pemenuhan likuiditas atau perubahan suku bunga, valuta asing, atau yang tidak diklasifikasikan sebagai pinjaman yang diberikan atau piutang, dimiliki hingga jatuh tempo, atau aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi.

Pada saat pengakuan awalnya, aset keuangan tersedia untuk dijual diakui pada nilai wajarnya ditambah biaya transaksi (jika ada) dan selanjutnya diukur pada nilai wajarnya di mana keuntungan atau kerugian diakui sebagai penghasilan komprehensif lain kecuali untuk kerugian penurunan nilai dan laba rugi selisih kurs, hingga aset keuangan dihentikan pengakuannya. Jika aset keuangan tersedia untuk dijual mengalami penurunan nilai, akumulasi laba atau rugi yang sebelumnya diakui di penghasilan komprehensif lain, sekarang diakui pada laporan laba rugi konsolidasian.

Pendapatan bunga dihitung menggunakan metode suku bunga efektif dan keuntungan atau kerugian akibat perubahan nilai tukar dari aset moneter dan diklasifikasikan sebagai kelompok tersedia untuk dijual diakui pada laporan laba rugi konsolidasian sebagai pendapatan investasi.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

i. Financial assets *(continued)*

Held-to-maturity financial assets (continued)

- *those that the Group upon initial recognition designates as at fair value through profit or loss;*
- *those that the Group designates as available-for-sale; and*
- *those that meet the definition of loans and receivables.*

Held-to-maturity financial assets are initially recognised at fair value including transaction costs (if any) and subsequently measured at amortised cost using the effective interest rate method less allowance for impairment losses (if any).

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are intended to be held for an indefinite period of time, which may be sold in response to the need for liquidity or changes in interest rates, foreign exchange rates, or those that are not classified as loans and receivables, held-to-maturity investments, or financial assets at fair value through profit or loss.

Available-for-sale financial assets are initially recognised at fair value plus transaction costs (if any) and measured subsequently at fair value with gains or losses being recognised as other comprehensive income, except for impairment losses and foreign exchange gains and losses until the financial assets are derecognised. If an available-for-sale financial asset is determined to be impaired, the cumulative gain or loss previously recognised in other comprehensive income is recognised in the consolidated statement of profit or loss.

Interest income is calculated using the effective interest rate method and foreign currency gains or losses on monetary assets and classified as available-for-sale are recognised in the consolidated statement of profit or loss as investment income.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan

Grup mengklasifikasikan liabilitas keuangan dalam kategori liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

Pada saat pengakuan awal, liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, diukur pada nilai wajar ditambah biaya transaksi (jika ada). Setelah pengakuan awal, Grup mengukur seluruh liabilitas keuangan yang diukur dengan biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif.

iii. Pengakuan

Grup menggunakan akuntansi tanggal perdagangan untuk kontrak regular ketika mencatat transaksi aset dan liabilitas keuangan.

iv. Penghentian pengakuan

Penghentian pengakuan aset keuangan dilakukan ketika hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir atau ketika aset keuangan tersebut telah ditransfer dan secara substansial seluruh risiko dan manfaat atas kepemilikan aset tersebut telah ditransfer (jika secara substansial seluruh risiko dan manfaat tidak ditransfer, maka Grup melakukan evaluasi untuk memastikan keterlibatan berkelanjutan atas kendali yang masih dimiliki tidak mencegah penghentian pengakuan). Liabilitas keuangan dihentikan pengakuannya ketika liabilitas telah dilepaskan atau dibatalkan atau kadaluwarsa.

v. Klasifikasi instrumen keuangan

Grup mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut. Klasifikasi ini dapat dilihat pada tabel berikut:

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

ii. Financial liabilities

The Group classified its financial liabilities in the category of financial liabilities measured at amortised cost.

Financial liabilities at amortised costs

Financial liabilities at amortised cost are initially recognised at fair value plus transactions costs (if any). After initial recognition, the Group measures all financial liabilities at amortised cost using effective interest rate method.

iii. Recognition

The Group uses trade date accounting for regular way contracts when recording financial assets and liabilities transactions.

iv. Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (if substantially all the risks and rewards have not been transferred, the Group evaluates to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed or otherwise extinguished.

v. Classification of financial instruments

The Group classifies the financial instruments into classes that reflects the nature of information and takes into account the characteristic of those financial instruments. The classification can be seen in the table below:

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

v. Klasifikasi instrumen keuangan (lanjutan)

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

v. Classification of financial instruments *(continued)*

Kategori yang didefinisikan oleh PSAK 55 (Revisi 2014)/*Category as defined by SFAS 55 (Revised 2014)*		**Golongan (ditentukan oleh Grup)/*Class (as determined by the Group)***	**Sub-golongan/ *Sub-classes***
Aset keuangan/ *Financial assets*	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial assets at fair value through profit or loss*	Efek-efek/ *Marketable securities*	Saham/*Shares*
			Reksa dana ETF/*Exchange Traded Funds*
	Pinjaman yang diberikan dan piutang/*Loans and receivables*	Kas dan kas pada bank/*Cash and cash in banks*	
		Deposito wajib dan berjangka/*Statutory and time deposits*	
		Piutang premi/*Premium receivables*	
		Piutang hasil investasi/*Investment income receivables*	
		Piutang reasuransi/*Due from reinsurers*	
		Aset dan piutang lain-lain/*Other assets and receivables*	
	Aset keuangan yang dimiliki hingga jatuh tempo/*Held-to-maturity financial assets*	Efek-efek/ *Marketable securities*	Obligasi/*Bonds*
			Medium Term Notes
	Aset keuangan tersedia untuk dijual/*Available-for-sale financial assets*	Efek-efek/ *Marketable securities*	Saham/*Shares*
			Obligasi/*Bonds*
			Reksa dana/*Mutual funds*
			Medium Term Notes
			Reksa dana ETF/*Exchange Traded Funds*
			Efek Beragun Aset/*Asset Backed Securities*
		Penyertaan langsung/*Direct participations*	
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ *Financial liabilities at amortised cost*	Akrual dan utang lain-lain/*Accrued expenses and other payables*	
		Utang klaim/*Claim payables*	
		Utang reasuransi/*Due to reinsurers*	

vi. Saling hapus instrumen keuangan

Aset keuangan dan liabilitas keuangan saling hapus buku dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, Grup saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus buku atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

vi. Off-setting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, the Group currently have legal rights to off-set the recognised amount, and intend to settle it on a net basis or for realising assets and settling the liabilities simultaneously.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

vi. Saling hapus instrumen keuangan (lanjutan)

Hak saling hapus yang berkekuatan hukum harus tidak bersifat kontinjen atas peristiwa di masa depan dan harus dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, peristiwa kepailitan atau kebangkrutan Grup atau *counterparty*.

vii. Penurunan nilai dari aset keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti yang objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan) dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

viii. Penentuan nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran di pasar utama atau, jika tidak terdapat pasar utama, di pasar yang paling menguntungkan di mana Grup memiliki akses pada tanggal tersebut. Nilai wajar liabilitas mencerminkan risiko wanprestasinya.

Jika tersedia, Grup mengukur nilai wajar instrumen keuangan dengan menggunakan harga kuotasian di pasar aktif untuk instrumen tersebut.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

vi. Off-setting financial instruments *(continued)*

The legally enforceable rights must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

vii. Impairment of financial assets

At the end of each reporting period, the Group assesses whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial assets or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

viii. Determination of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Group has access at the date. The fair value of a liability reflects its non-performance risk.

When available, the Group measures the fair value of a financial instrument using the quoted price in an active market for that instrument.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

viii. Penentuan nilai wajar (lanjutan)

Instrumen keuangan dianggap memiliki kuotasi pasar aktif, jika harga kuotasi tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek, perantara efek, kelompok industri, badan pengawas, dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar. Jika kriteria di atas tidak terpenuhi, maka pasar aktif dinyatakan tidak tersedia. Indikasi-indikasi dari pasar tidak aktif adalah terdapat selisih yang besar antara harga penawaran dan permintaan atau kenaikan signifikan dalam selisih harga penawaran dan permintaan dan hanya terdapat beberapa transaksi terkini.

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar yang aktif ditentukan berdasarkan kuotasi pasar aktif dari sumber yang dapat dipercaya pada tanggal laporan posisi keuangan konsolidasian. Kuotasi pasar aktif ini termasuk yang berasal dari *Interdealer Market Association* ("IDMA"), Penilai Harga Efek Indonesia ("PHEI"), atau harga kuotasi broker untuk obligasi, harga saham dari indeks harga saham yang ada di Bursa Efek Indonesia untuk saham, dan nilai aset bersih untuk reksa dana dan reksa dana ETF.

Untuk instrumen keuangan yang tidak mempunyai kuotasi harga pasar, estimasi yang wajar ditetapkan dengan mengacu pada nilai pasar terkini instrumen keuangan lain yang secara substansi memiliki karakteristik yang sama atau dihitung berdasarkan estimasi arus kas terhadap aset bersih dari instrumen keuangan tersebut.

Nilai wajar untuk semua instrumen keuangan lainnya ditentukan dengan menggunakan teknik penilaian. Dengan teknik ini, nilai wajar merupakan suatu estimasi yang dihasilkan dari data yang dapat diobservasi dari instrumen keuangan yang sama, menggunakan model-model untuk mendapatkan estimasi nilai kini dari arus kas masa depan yang diharapkan atau teknik penilaian lainnya menggunakan input yang tersedia pada tanggal laporan posisi keuangan konsolidasian.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

viii. Determination of fair value *(continued)*

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the market is regarded as being inactive. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid offer spread and there are few recent transactions.

Fair value of financial instruments traded in active markets is determined based on quoted market prices at the consolidated statement of financial position date from credible sources. This includes IDMA's (Interdealer Market Association) quoted market prices, IBPA's (Indonesia Bond Pricing Agency) quoted price or broker's quoted price for bonds, shares price from shares prices indexes at Indonesia Stock Exchange for shares and net assets value for mutual funds and exchange traded funds.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the financial instruments.

For other financial instruments, fair value is determined using valuation techniques. In these techniques, fair value are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using available inputs at the dates of the consolidated statement of financial position.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

d. Instrumen keuangan (lanjutan)

viii. Penentuan nilai wajar (lanjutan)

Unit penyertaan reksa dana dinyatakan pada nilai pasar berdasarkan nilai aset bersih pada tanggal laporan posisi keuangan konsolidasian.

e. Penjabaran mata uang asing

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal laporan posisi keuangan konsolidasian.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing diakui pada laporan laba rugi konsolidasian.

Pada tanggal 31 Desember 2020 dan 2019, kurs nilai tukar yang digunakan adalah kurs tengah Bank Indonesia masing-masing sebesar Rp 14.105 dan Rp 13.901 (dalam nilai penuh) untuk 1 Dolar Amerika Serikat ("Dolar AS").

f. Kontrak asuransi

Kontrak asuransi adalah kontrak yang diterbitkan oleh perusahaan asuransi dimana perusahaan asuransi menerima risiko asuransi yang signifikan dari pemegang polis.

Risiko asuransi yang signifikan didefinisikan sebagai kemungkinan membayar manfaat yang signifikan kepada pemegang polis apabila suatu kejadian yang diasuransikan terjadi dibandingkan dengan manfaat minimum yang akan dibayarkan apabila risiko yang diasuransikan tidak terjadi. Skenario-skenario yang diperhatikan adalah skenario yang mengandung unsur komersial.

Grup mendefinisikan risiko asuransi yang signifikan sebagai kemungkinan Grup menyetujui untuk mengkompensasi pemegang polis jika kejadian masa depan tertentu yang tidak pasti (kejadian yang diasuransikan) berdampak merugikan pemegang polis.

Ketika sebuah kontrak telah diklasifikasi sebagai kontrak asuransi, reklasifikasi terhadap kontrak tersebut tidak dapat dilakukan kecuali ketentuan perjanjian kemudian diamandemen.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Financial instruments *(continued)*

viii. Determination of fair value *(continued)*

The mutual funds' investment units are stated at market value in accordance with the net asset value at the consolidated statement of financial position date.

e. Foreign currency translation

Transactions denominated in foreign currencies are translated into Rupiah at the exchange rate prevailing at the date of the transactions. At the consolidated statement of financial position date, monetary assets and liabilities in foreign currencies are translated into Rupiah at the exchange rates prevailing at consolidated statement of financial position date.

Exchange gains and losses arising from transactions in foreign currency and from the translation of foreign currency monetary assets and liabilities are recognised in the consolidated statement of profit or loss.

As at 31 December 2020 and 2019, the exchange rates used are Bank Indonesia middle rates of Rp 14,105 and Rp 13,901 (in full amount), respectively, for 1 United States Dollar ("US Dollar").

f. Insurance contract

Insurance contract is contract issued by insurance company which accepts significant insurance risk from the policyholders.

Significant insurance risk defined as the possibility of paying significant additional benefit to the policyholder upon the occurrence of insured event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

Group defines significant insurance risk as the possibility of the Group agrees to compensate policyholders of the contract for the specified uncertain future events that adversely affect the policyholders.

Once a contract has been classified as an insurance contract, no reclassification is subsequently performed unless the terms of the agreement are later amended.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

Kontrak asuransi diklasifikasikan sebagai berikut:

- Kontrak asuransi jangka pendek

  Kontrak asuransi jangka pendek adalah kontrak asuransi yang hanya memberikan proteksi asuransi tanpa ada komponen deposit untuk jangka waktu sama dengan atau kurang dari dua belas bulan.

- Kontrak asuransi jangka panjang

  Kontrak asuransi jangka panjang adalah kontrak asuransi yang hanya memberikan proteksi asuransi tanpa ada komponen deposit untuk jangka waktu lebih dari dua belas bulan.

i. Pengakuan pendapatan premi dan premi reasuransi

Perusahaan melaksanakan asuransi kecelakaan penumpang alat angkutan umum dan asuransi tanggung jawab menurut hukum terhadap pihak ketiga sebagaimana diatur melalui Undang-Undang No. 33 Tahun 1964 tentang Dana Pertanggungan Wajib Kecelakaan Penumpang dan No. 34 Tahun 1964 tentang Dana Kecelakaan Lalu Lintas Jalan, berdasarkan peraturan pelaksanaan lainnya.

Penerimaan pendapatan premi atas Undang-Undang No. 33 Tahun 1964 diakui dan dicatat sebagai penerimaan atas Iuran Wajib dan penerimaan pendapatan premi atas Undang-Undang No. 34 Tahun 1964 diakui dan dicatat sebagai Sumbangan Wajib.

Pendapatan premi diakui sejak berlakunya polis asuransi. Pendapatan premi atas Sumbangan Wajib dan Iuran Wajib dihitung berdasarkan tarif penerimaan sesuai Peraturan Menteri Keuangan Republik Indonesia No. 15/PMK.010/2017 dan No. 16/PMK.010/2017 tentang Besar Santunan dan Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan.

Premi reasuransi adalah bagian dari premi bruto yang menjadi hak reasuradur berdasarkan perjanjian (kontrak) reasuransi. Premi reasuransi diakui selama periode kontrak reasuransi secara proporsional dengan proteksi diperoleh.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

Insurance contract is classified as of following:

- *Short-term insurance contract*

  Short-term insurance contract is insurance contract that only provides insurance protection without deposit component for period of or less than twelve months.

- *Long-term insurance contract*

  Long-term insurance contract is insurance contract that only provides insurance protection without deposit component for period of more than twelve months.

i. Recognition of premium income and reinsurance premium

The Company carry out passenger accident insurance of public transportation activities and liability insurance under the law against third parties in accordance with Law No. 33 Year 1964 regarding Passenger Accident Compulsory Insurance Fund and Law No. 34 Year 1964 regarding Road Traffic Accident Fund, in accordance with its implementing regulations.

Premium income received under Law No. 33 Year 1964 recognised and recorded as premium from Compulsory Premiums and premium income received under Law No. 34 Year 1964 recognised and recorded as Compulsory Contributions.

Premium income is recognised upon inception of the insurance policy. Premium income from Compulsory Contributions and Compulsory Premiums are calculated based on applicable rates stated in the Minister of Finance of the Republic of Indonesia Regulation No.15/PMK.010/2017 and No. 16/PMK.010/2017 regarding Compensation and Compulsory Contributions for Road Traffic Accident Funds.

Reinsurance premium is part of gross premium which becomes rights of reinsurers based on reinsurance agreement (contract). Reinsurance premium is recognised during the period of reinsurance contracts in proportion to the insurance coverage received.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

i. Pengakuan pendapatan premi dan premi reasuransi (lanjutan)

Pendapatan premi dan premi reasuransi untuk kontrak jangka pendek diakui sebagai pendapatan dan biaya selama periode risiko dan sesuai dengan proporsi jumlah proteksi yang diberikan. Pendapatan premi untuk kontrak jangka panjang diakui sebagai pendapatan sejak berlakunya polis. Cadangan atas premi yang belum merupakan pendapatan merupakan porsi dari pendapatan premi yang dicatat terkait dengan periode penjaminan risiko yang belum jatuh tempo.

ii. Cadangan atas premi dan premi reasuransi yang belum merupakan pendapatan

Cadangan atas premi dan premi reasuransi yang belum merupakan pendapatan dihitung menggunakan metode harian.

Porsi aset reasuransi dari cadangan atas premi yang belum merupakan pendapatan diakui bersamaan pada saat timbulnya cadangan atas premi yang belum merupakan pendapatan.

Porsi aset reasuransi dari cadangan atas premi yang belum merupakan pendapatan diukur berdasarkan kontrak reasuransi terkait yang konsisten dengan metode perhitungan untuk cadangan atas premi yang belum merupakan pendapatan.

iii. Biaya akuisisi tangguhan dan komisi reasuransi tangguhan

Biaya akuisisi untuk produk jangka pendek yang berhubungan langsung dengan pendapatan premi asuransi, seperti komisi yang dibayarkan dan komisi reasuransi yang berhubungan langsung dengan premi reasuransi, ditangguhkan dan diamortisasi sesuai dengan metode perhitungan cadangan atas premi dan premi reasuransi yang belum merupakan pendapatan. Biaya akuisisi untuk produk jangka panjang diakui pada saat terjadinya dan dibebankan dalam laporan laba rugi konsolidasian.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

i. Recognition of premium income and reinsurance premium *(continued)*

Premium income and reinsurance premium for short-term insurance contracts are recognised as revenue and expense over the period of risk coverage and in proportion to the amounts of protection provided. Premium income for long-term insurance contract is recognised as revenue upon inception of the policy. The unearned premium reserve represents the portion of the premiums written related to the unexpired period of risk coverage.

ii. Unearned premium and reinsurance premium reserves

Unearned premium and reinsurance premium reserves are calculated using daily method.

The portion of reinsurance asset of unearned premium reserves are recognised simultaneously when the unearned premium reserves arisen.

The portion of reinsurance asset of unearned premium reserves is measured in accordance with the reinsurance contracts consistent with the unearned premium reserves method.

iii. Deferred acquisition costs and deferred reinsurance commissions

Acquisition costs for short-term products which are directly related to premium income, such as commissions paid and reinsurance commissions which are directly related to reinsurance premium, are deferred and amortised in accordance with calculation method of unearned premium and reinsurance premium reserves. Acquisition costs for long-term products, are recognised as incurred and charged directly to the consolidated statement of profit or loss.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

iv. Klaim

Beban klaim utama Perusahaan terdiri atas klaim meninggal dunia, luka-luka serta cacat akibat kecelakaan. Sesuai dengan Undang-Undang No. 33 Tahun 1964 dan No. 34 Tahun 1964, sedangkan besarnya nilai santunan klaim diatur dalam Peraturan Menteri Keuangan Republik Indonesia No. 15/PMK.010/2017 dan No.16/PMK.010/2017 tentang Besar Santunan dan Iuran/Sumbangan Wajib Pertanggungan Kecelakaan Penumpang Umum dan Kecelakaan Lalu Lintas Jalan.

Estimasi klaim adalah jumlah yang menjadi tanggungan Grup sehubungan dengan klaim yang masih dalam proses penyelesaian, termasuk klaim yang terjadi namun belum dilaporkan. Disajikan dalam laporan posisi keuangan konsolidasian berdasarkan penelaahan secara teknis asuransi.

Klaim meliputi klaim disetujui (*settled claims*), klaim dalam proses penyelesaian, termasuk estimasi atas klaim yang telah terjadi namun belum dilaporkan ("IBNR"), dan beban penyelesaian klaim. Klaim tersebut diakui sebagai beban pada saat timbulnya liabilitas untuk memenuhi klaim. Bagian klaim yang diperoleh dari reasuradur diakui dan dicatat sebagai pengurang beban klaim pada periode yang sama dengan periode pengakuan beban klaim. Hak subrogasi diakui sebagai pengurang beban klaim pada saat realisasi.

Penyajian beban klaim dalam laporan laba rugi menunjukkan jumlah klaim bruto, klaim reasuransi, dan kenaikan/penurunan estimasi klaim retensi sendiri. Klaim reasuransi disajikan sebagai pengurang klaim bruto.

Cadangan atas estimasi klaim bruto dibuat berdasarkan estimasi beban klaim yang akan dibayar sesuai dengan klaim yang diterima Grup sampai dengan tanggal laporan. Pemulihan klaim dari reasuradur untuk cadangan atas estimasi klaim bruto dicatat sebagai estimasi klaim reasuransi pada aset reasuransi.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

iv. Claims

The main claim expenses of the Company consists of claims of death, injuries and disability due to accidents. In accordance with Law No. 33 Year 1964 and Law No. 34 Year 1964, while the amount of compensation for claims has set under Regulation of the Minister of Finance of the Republic of Indonesia No. 15 PMK.010/2017 and No. 16/PMK.010/2017 regarding Compensations and Contributions Compulsory Coverage of Public Transport Passenger Accidents and Road Traffic Accidents.

Estimated claims represent outstanding claims and the Group's estimate of claims already incurred but not yet reported. This account is stated in the consolidated statement of financial position based on the insurance technical review.

Claims consist of settled claims, outstanding claims including claims incurred but not yet reported ("IBNR"), and claim settlement expenses. Claims are recognised as expenses when incurred. Reinsurance claims received from reinsurance companies are recognised as deduction from claim expenses in the same period as the recognition of claim expenses. Subrogated rights are recognised as deduction from claim expenses upon realisation.

Claim expenses in the statement of profit or loss income represent gross claims, reinsurance claims, and increase/decrease in estimated own retention claims. Reinsurance claims are presented as deduction from gross claims.

Provision for estimated gross claims is made for the full estimated costs of claims to be paid in respect of claims notified to the Group until the reporting date. Reinsurance recoveries of the provision for estimated gross claims are recorded as estimated reinsurance claims in reinsurance assets.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

iv. Klaim (lanjutan)

Grup menetapkan cadangan berdasarkan lini usaha. Ada dua kategori cadangan: cadangan untuk klaim yang sudah dilaporkan dan cadangan Grup untuk klaim yang sudah terjadi tetapi belum dilaporkan ("IBNR").

Cadangan Grup untuk klaim yang sudah dilaporkan adalah berdasarkan pada estimasi pembayaran di masa mendatang untuk menyelesaikan klaim yang sudah dilaporkan. Grup membuat estimasi tersebut berdasarkan pada fakta-fakta yang tersedia pada saat cadangan ditetapkan.

Grup membentuk cadangan IBNR dengan menggunakan metode triangulasi, termasuk asumsi tingkat diskonto, rasio klaim, dan rasio biaya.

Perubahan jumlah estimasi liabilitas klaim, sebagai akibat proses penelaahan lebih lanjut dan perbedaan antara jumlah estimasi klaim dengan klaim yang dibayarkan, diakui dalam laporan laba rugi konsolidasian pada periode terjadinya perubahan.

v. Reasuransi

Grup mempunyai kontrak reasuransi proporsional dan non proporsional dengan perusahaan asuransi dan reasuransi di dalam maupun di luar negeri. Tujuan reasuransi ini adalah untuk membagi risiko yang melebihi kapasitas retensi Grup, yang ditentukan berdasarkan ekuitas. Premi reasuransi, klaim reasuransi, dan komisi reasuransi disajikan terpisah dari premi bruto, klaim bruto, dan komisi bruto.

Grup mereasuransikan sebagian porsi risikonya kepada reasuradur. Jumlah premi yang dibayar diakui sesuai dengan proporsi jumlah proteksi reasuransi yang diterima.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

iv. Claims *(continued)*

The Group establishes its reserves by line of business. There are two categories of reserves: reserves for reported losses and reserves for incurred but not reported ("IBNR") losses.

The Group's reserves for reported losses are based on estimates of future payments to settle reported claims. The Group bases such estimates on the facts available at the time the reserves are established.

The Group establishes IBNR reserves using a triangulation method, include discount rate assumptions, claim ratio, and expense ratio.

Changes in the amount of estimated total claim liabilities as a result of further review and differences between estimated claims and claims paid are recognised in the consolidated statement of profit or loss in the period when the changes occur.

v. Reinsurance

The Group has proportional and non proportional reinsurance contracts with domestic and overseas insurance and reinsurance companies. The objective of this reinsurance is to cede the risk exceeding the Group's retention capacity, determined based on the basis of its equity. Reinsurance premiums, reinsurance claims, and reinsurance commissions are presented separately from the gross written premiums, gross claims, and gross commissions.

The Group reinsures a portion of its risk with reinsurers. The amount of premium paid is recognised over the reinsurance contract in proportion with the protection received.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

v. Reasuransi (lanjutan)

Aset reasuransi termasuk saldo yang diharapkan diperoleh dari perusahaan reasuransi untuk liabilitas asuransi, yaitu estimasi klaim dan cadangan atas premi yang belum merupakan pendapatan. Jumlah yang dapat dipulihkan dari reasuradur diestimasi secara konsisten dengan liabilitas yang terkait dengan polis reasuransi.

Jika aset reasuransi mengalami penurunan nilai, Grup mengurangi nilai tercatat dan mengakui kerugian penurunan nilai tersebut dalam laporan laba rugi konsolidasian Grup. Aset reasuransi mengalami penurunan nilai jika ada bukti objektif, sebagai akibat dari suatu peristiwa yang terjadi setelah pengakuan awal aset reasuransi, yang menyebabkan Grup tidak dapat menerima seluruh jumlah yang sesuai dengan syarat kontrak, dan dampak pada jumlah yang akan diterima dari reasuradur dapat diukur secara andal.

Grup menyajikan aset reasuransi atas premi yang belum merupakan pendapatan dan estimasi klaim secara terpisah.

vi. Pengujian kecukupan liabilitas

Pengujian kecukupan liabilitas dilakukan pada tanggal pelaporan untuk kontrak secara individual ataupun per kelompok produk, ditentukan sesuai dengan cara Grup memperoleh, memelihara, dan mengukur profitabilitas dari kontrak asuransi tersebut.

Grup menilai liabilitas asuransi pada setiap akhir periode pelaporan untuk meyakinkan apakah liabilitas asuransi yang dicatat cukup untuk menutup kerugian yang diperkirakan pada akhir periode pelaporan, dengan menggunakan estimasi kini atas arus kas masa depan berdasarkan kontrak asuransi. Jika penilaian tersebut menunjukkan kekurangan antara nilai tercatat liabilitas asuransi (dikurangi dengan biaya akuisisi tangguhan terkait) dibandingkan dengan estimasi arus kas masa depan, maka seluruh kekurangan tersebut dicatat dalam laporan laba rugi konsolidasian.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

v. Reinsurance *(continued)*

Reinsurance assets include balances expected to be recovered from reinsurance companies for insurance liabilities, includes estimated claim and unearned premium reserve. Amounts recoverable from reinsurers are estimated in a manner consistent with the liability associated with the reinsured policy.

If a reinsurance asset is impaired, the Group reduces the carrying amount accordingly and recognises the impairment loss in the Group's consolidated statement of profit or loss. Reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that the Group may not receive all amounts in accordance with the terms of the contract, and the impact on the amounts that the Group will receive from the reinsurer can be reliably measured.

The Group presents separately reinsurance assets over unearned premiums and estimated claim liabilities.

vi. Liability adequacy testing

Liability adequacy testing is performed at reporting date for contract individually or class of products, determined in accordance with the Group's manner of acquiring, servicing, and measuring the profitability of its insurance contracts.

The Group measures the insurance liabilities at the end of reporting period to ensure whether the insurance liabilities recorded is sufficient to cover expected losses at the end of the reporting period, by using present value of future cash flow based on insurance contracts. If the valuation shows deficiency between insurance liabilities recorded (deducted with respective deferred acquisition costs) with estimation of future cash flow, the deficiency will be recorded to the consolidated statement of profit or loss.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

f. Kontrak asuransi (lanjutan)

vi. Pengujian kecukupan liabilitas (lanjutan)

Pada tanggal pelaporan, keseluruhan jumlah aset dan kewajiban asuransi yang dicatat telah diestimasi dan manajemen meyakini bahwa jumlah tersebut telah memadai.

vii. Piutang premi dan piutang reasuransi

Piutang premi meliputi tagihan premi kepada tertanggung/agen/broker sebagai akibat transaksi asuransi. Dalam hal Perusahaan atau entitas anak memberikan potongan premi kepada tertanggung, maka potongan tersebut langsung dikurangkan dari piutang preminya.

Piutang reasuransi tidak boleh dikompensasikan dengan utang reasuransi, kecuali apabila kontrak reasuransi menyatakan adanya kompensasi. Apabila dalam kompensasi tersebut timbul saldo kredit, maka saldo tersebut disajikan pada kelompok liabilitas sebagai utang reasuransi.

Grup menelaah penurunan piutang secara berkala. Jika terdapat bukti objektif bahwa piutang tersebut menurun, Grup mengurangi nilai tercatat piutang sebesar yang dapat dipulihkan dan mengakui rugi penurunan nilai dalam laporan laba rugi konsolidasian. Grup mengumpulkan bukti objektif bahwa terdapat penurunan nilai piutang dengan menggunakan proses yang diterapkan untuk aset keuangan atas biaya yang diamortisasi.

g. Investasi

Deposito wajib dan berjangka

Deposito wajib dan berjangka dicatat sebesar nilai nominal.

Efek-efek

Efek-efek terdiri dari saham, obligasi, reksa dana, *Medium Term Notes*, dana investasi infrastruktur, reksadana bursa dan efek beragun aset. Efek-efek diklasifikasikan atas dasar tujuan investasi atau intensi dari manajemen.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Insurance contract *(continued)*

vi. Liability adequacy testing *(continued)*

As at reporting date, all insurance assets and liabilities have been estimated and management believes that the amount recorded is adequate.

vii. Premium and reinsurance receivables

Premium receivables include premium bills to the insured/agent/broker as a result of insurance transactions. In the event that the Company or the subsidiary give a premium discount to the insured, the discount is directly deducted from premium receivables.

Due from reinsurers may not be compensated with reinsurance payable, except if the reinsurance contract states the existence of compensation. If in the compensation credit balance arises, then the balance is presented in the liability section as reinsurance payable.

The Group review the decline in receivables periodically. If there is objective evidence that the receivables are falling, the Group reduce the carrying amount of receivables to the amount that can be recovered and recognise the loss in value in the consolidated statement of profit or loss. The Group collect objective evidence that there is a decline in the value of receivables using the process applicable to the financial assets at the amortised cost.

g. Investments

Statutory and time deposits

Statutory and time deposits are stated at nominal value.

Marketable securities

Marketable securities consist of shares, bonds, mutual funds, Medium Term Notes, infrastructure investment funds, exchange traded funds and asset backed securities. Marketable securities are classified based on management's purpose or intention of maintaining such investments.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

g. Investasi (lanjutan)

Efek-efek (lanjutan)

Perusahaan mengkonsolidasikan reksa dana terproteksi dan penyertaan terbatas dimana Perusahaan memiliki lebih dari 50% dari seluruh unit penyertaan yang diterbitkan, serta Perusahaan mempunyai pengendalian secara langsung atau tidak langsung terhadap reksa dana tersebut.

Pada tanggal pelaporan, Perusahaan menyajikan reksa dana yang dikonsolidasikan berdasarkan *underlying assets* atas reksa dana yang dimiliki Perusahaan dan sebagai investasi pada reksa dana untuk bagian yang dimiliki oleh pihak ketiga. Bagian pihak ketiga atas reksa dana yang dikonsolidasikan oleh Perusahaan disajikan secara terpisah pada laporan posisi keuangan konsolidasian.

Efek-efek diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laporan keuangan laba rugi, dimiliki hingga jatuh tempo, dan aset keuangan tersedia untuk dijual. Lihat Catatan 2d untuk kebijakan akuntansi aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, dimiliki hingga jatuh tempo, dan aset keuangan tersedia untuk dijual.

Penyertaan langsung

Penyertaan langsung merupakan investasi jangka panjang pada perusahaan non-publik.

Grup memiliki investasi pada saham yang diklasifikasikan sebagai aset keuangan tersedia untuk dijual. Investasi ini dicatat sebesar harga perolehan karena kisaran estimasi yang signifikan atas nilai wajar yang realistis dan probabilitas berbagai estimasi tidak dapat dinilai secara andal mengakibatkan tidak memungkinkan bagi Grup untuk melakukan pengukuran investasi pada saham pada nilai wajarnya.

Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laporan laba rugi konsolidasian tahun berjalan.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

g. Investments *(continued)*

Marketable securities (continued)

The Company consolidates protected mutual funds and private equity funds of which the Company owns more than 50% from total investment units issued, and also the Company has direct or indirect control over the respective mutual funds.

At the reporting date, the Company presents the consolidated mutual funds based on mutual funds' underlying assets for mutual funds directly held by the Company and as investment in mutual fund for portion owned by third parties. Third parties portion of consolidated mutual funds are shown separately in the consolidated statement of financial position.

All marketable securities are classified as financial assets at fair value through profit or loss, held-to-maturity and available-for-sale financial assets. Refer to Note 2d for the accounting policies of financial assets at fair value through profit or loss, held-to-maturity, and available-for-sale financial assets.

Direct participations

Direct participations represent long-term investment in non-publicly-listed companies.

The Group has investment in shares which is classified as available-for-sale financial asset. This investment is recorded at cost because of the significant estimation range of the realistic fair value and the probability of various estimation could not be assessed reliably and therefore the Group is unable to measure the investment in shares at its fair value.

The carrying amount of the investments is written down to recognise a permanent decline in value of the individual investments. Any such writedown is charged directly to the current year's consolidated statement of profit or loss.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

g. Investasi (lanjutan)

Investasi pada sukuk

Investasi pada sukuk diklasifikasikan berdasarkan model usaha yang ditentukan oleh Grup berdasarkan klasifikasi sesuai PSAK 110 (Revisi 2014) tentang "Akuntansi Sukuk" sebagai berikut:

1. Diukur pada biaya perolehan disajikan sebesar biaya perolehan termasuk biaya transaksi yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.

2. Diukur pada nilai wajar melalui laba rugi yang dinyatakan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi tahun berjalan.

3. Diukur pada nilai wajar melalui penghasilan komprehensif lain yang dinyatakan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam penghasilan komprehensif lain tahun berjalan atau di ekuitas.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

g. Investments *(continued)*

Investment in sukuk

Investment in sukuk are classified based on business model defined by the Group in accordance with SFAS 110 (Revised 2014) on "Accounting for Sukuk" as follows:

1. Measured at cost presented at acquisition cost including transaction cost which adjusted to unamortised premium and/or discount. Premium and discount are amortised over the period held to maturity.

2. Measured at fair value through profit or loss which are stated at fair value. Unrealised gains or losses arising from increase or decrease in its fair value presented in current statement of profit and loss.

3. Measured at fair value through other comprehensive income which presented at fair value. Unrealised gains or losses from increase or decrease fair value presented in current other comprehensive income or accumulated in equity.

Kategori yang didefinisikan oleh PSAK 110 (Revisi 2014)/ ***Category as defined by SFAS 110 (Revised 2014)***	**Golongan (ditentukan oleh Grup)/** ***Class (as determined by the Group)***	**Sub-golongan/** ***Sub-classes***
Surat berharga diukur pada biaya perolehan/ *Measured at cost securities*	Efek-efek/ *Marketable securities*	Sukuk/*Sukuk*

h. Beban dibayar dimuka

Beban dibayar dimuka diamortisasi selama masa manfaatnya dengan menggunakan metode garis lurus.

h. Prepaid expenses

Prepaid expenses are amortised over the periods of benefit using straight line method.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

i. Aset tetap

Aset tetap dinyatakan sebesar biaya perolehan dikurangi akumulasi depresiasi. Biaya akuisisi meliputi semua biaya yang dapat diatribusikan secara langsung untuk perolehan aset tersebut. Aset tetap didepresiasikan menggunakan metode garis lurus selama taksiran masa manfaat ekonomis dari aset tetap tersebut sebagai berikut:

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

i. Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Acquisition cost covers expenditures that is directly attributable to the acquisitions of the assets. Fixed assets are depreciated using the straight line method over the estimated useful lives of the assets as follows:

	Tahun/*Years*	
Bangunan	20	*Buildings*
Kendaraan	5	*Vehicles*
Peralatan kantor	5	*Office equipments*
Perabot	5	*Furnitures*

Biaya perbaikan dan pemeliharaan dibebankan ke laporan laba rugi konsolidasian di periode yang sama pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset dikapitalisasi dan didepresiasikan.

Repair and maintenance expenses are charged to the consolidated statement of profit or loss during the financial period in which they are incurred. Expenditure which extends the useful lives of the assets or provides further economic benefits are capitalised and depreciated.

Apabila aset tetap dihentikan penggunaannya atau dijual, harga perolehan dan akumulasi depresiasi yang terkait dengan aset tetap tersebut dihentikan pengakuannya dari laporan keuangan dan keuntungan atau kerugian yang dihasilkan diakui dalam laporan laba rugi konsolidasian.

When fixed assets are retired or otherwise disposed of, their costs and the related accumulated depreciation are eliminated from the financial statements and any resulting gains or losses are recognised in the consolidated statement of profit or loss.

Apabila nilai tercatat aset tetap lebih besar dari nilai yang dapat diperoleh kembali, aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, dengan menggunakan nilai tertinggi antara harga jual neto dengan nilai pakai.

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount, which is determined based on the higher of net selling price or value in use.

Akumulasi biaya konstruksi aset tetap dikapitalisasi sebagai aset dalam penyelesaian. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi selesai. Depresiasi mulai dibebankan pada tanggal yang sama.

The accumulated costs of the construction of fixed assets are capitalised as assets in progress. These costs are reclassified to the fixed assets accounts when the construction is complete. Depreciation is charged from such date.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

j. Sewa

Kebijakan berlaku sebelum 1 Januari 2020

Sesuai dengan PSAK 30, Grup menentukan suatu perjanjian merupakan perjanjian sewa atau perjanjian yang mengandung sewa berdasarkan substansi perjanjian dan dilakukan evaluasi apakah pemenuhan perjanjian bergantung pada penggunaan suatu aset atau aset-aset tertentu dan perjanjian tersebut memberikan suatu hak untuk menggunakan aset tersebut.

Transaksi sewa yang dilakukan Grup diklasifikasikan sebagai sewa operasi jika tidak terdapat pengalihan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Pembayaran sewa diakui sebagai beban dengan garis lurus selama masa sewa. Seluruh insentif untuk perjanjian sewa operasi baru atau yang diperbarui diakui sebagai bagian tidak terpisahkan dari imbalan neto yang disepakati untuk menggunakan aset sewaan, terlepas dari sifat atau bentuk insentif atau waktu pembayaran. Grup mengakui manfaat agregat dari insentif sebagai pengurang beban rental selama masa sewa dengan dasar garis lurus.

Kebijakan berlaku mulai tanggal 1 Januari 2020

Sejak tanggal 1 Januari 2020, Grup melakukan penerapan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'. Kebijakan ini berlaku untuk kontrak yang disepakati atau berubah, pada atau, setelah 1 Januari 2020.

Aset hak-guna kemudian didepresiasikan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Grup sebagai penyewa

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. Grup dapat memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Leases

Policy applicable before 1 January 2020

In accordance with SFAS 30, the Group determines an arrangement is, or contains, a lease based on the substance of the arrangement and requires an assessment of whether fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

The lease transaction entered by the Group was classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to assets ownership. Leases payment is recognised as an expense on a straight-line basis over the leases term. All incentives for the agreement of a new or renewal operating leases are recognised as an integral part of the net consideration agreed for the use of the leased assets, irrespective of the incentive's nature or form or the timing of payments. The Group recognises the aggregate benefit of incentives as a reduction of rental expense over the leases term, on a straight-line basis.

Policy applicable from 1 January 2020

Since 1 January 2020, the Group has applied SFAS 73, which set the requirement for the recognition of lease liabilities in relation to leases which had been previously classified as 'operating lease'. This policy is applied to contracts entered or changed, on after 1 January 2020.

The right-of-use asset is subsequently depreciated using straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The Group as a lessee

At the inception date of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group can choose not to recognise the right-of-use asset and lease liabilities for short-term lease.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

j. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah:

- Grup memiliki hak untuk mendapatkan secara subtansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan

- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya; dan
- Grup memiliki hak untuk mengoperasikan aset; dan
- Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Leases *(continued)*

The Group as a lessee *(continued)*

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- *The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and*
- *The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined; and*

- *The Group has the right to operate the asset; and*
- *The Group has designed the asset in a way that predetermined how and for what purpose it will be used.*

At the lease commencement date, the Group recognises a right-of-use asset and a lease liabilities. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liabilities adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

j. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
- pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Grup menyajikan aset hak-guna sebagai bagian dari "aset tetap - bersih" dan liabilitas sewa sebagain bagian dari "akrual dan utang lain-lain" di dalam laporan posisi keuangan konsolidasian.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Sewa jangka-pendek

Grup tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Leases *(continued)*

The Group as a lessee *(continued)*

Lease payments included in the measurement of the lease liabilities comprise the following:

- *fixed payments, including in-substance fixed payments less any lease incentive receivable;*
- *variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *amounts expected to be payable under a residual value guarantee;*
- *the exercise price under a purchase option that the Group is reasonably certain to exercise; and*
- *penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.*

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the profit or loss over the lease period in order to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of "fixed assets - net" and lease liabilities as part of "accrued expenses and other payables" in the consolidated statement of financial position.

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Short-term leases

The Group has not recognised right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Company recognises the leases payments associated with these leases as an expense on a straight-line basis over the lease term.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

j. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- mengukur kembali dan mengalokasikan imbalan kontrak modifikasian;
- menentukan masa sewa dari sewa modifikasian;
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian berdasarkan sisa umur sewa dan sisa pembayaran sewa dengan melakukan penyesuaian terhadap aset hak-guna. Tingkat diskonto revisian ditentukan sebagai suku bunga efektif Grup pada tanggal efektif modifikasi;
- menurunkan jumlah tercatat aset hak-guna untuk merefleksikan penghentian sebagian atau sepenuhnya sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Grup mengakui dalam laba rugi setiap laba rugi yang terkait dengan penghentian sebagian atau sepenuhnya sewa tersebut; dan
- membuat penyesuaian terkait dengan aset hak-guna untuk seluruh modifikasi sewa lainnya.

k. Liabilitas imbalan kerja

Liabilitas imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

Liabilitas imbalan kerja jangka panjang dan imbalan pasca kerja, seperti pensiun, uang pisah, uang penghargaan, dan imbalan lainnya dihitung berdasarkan Peraturan Perusahaan dan Undang-Undang Ketenagakerjaan No. 13/2003 ("UU 13/2003").

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Leases *(continued)*

The Group as a lessee *(continued)*

Lease modification

The Group account for a lease modification as a separate lease if both:

- *the modification increases the scope of the lease by adding the right to use one or more underlying assets; and*
- *the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification, the Group:

- *remeasure and allocate the consideration in the modified contract;*
- *determine the lease term of the modified lease;*
- *remeasure the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of-use assets. The revised discount rate is determined as the Group's effective interest rate at the effective date of the modification;*
- *decrease the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognise in profit or loss any gain or loss relating to the partial or full termination of the lease; and*
- *make a corresponding adjustment to the right-of-use asset for all other lease modifications.*

k. Employee benefit liabilities

Short-term employee benefits are recognised when they become due to the employees.

Long-term and post employment benefits, such as pension, severance payments, service payments, and other benefits are calculated in accordance with the Company's Regulation and Labor Law No. 13/2003 ("Law 13/2003").

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

k. Liabilitas imbalan kerja (lanjutan)

Grup menyelenggarakan program pensiun imbalan pasti, sedangkan entitas anak menyelenggarakan program pensiun iuran pasti.

Program pensiun imbalan pasti adalah program pensiun yang menetapkan jumlah imbalan pensiun yang akan diterima oleh karyawan pada saat pensiun, yang biasanya tergantung pada beberapa faktor, seperti umur, masa kerja, dan jumlah kompensasi.

Program pensiun iuran pasti adalah program pensiun dimana entitas anak akan membayar iuran tetap kepada entitas terpisah (Dana Pensiun Lembaga Keuangan BNI). Iuran dana pensiun 80% ditanggung oleh entitas anak dan 20% oleh karyawan.

Grup diharuskan menyediakan imbalan pensiun minimum yang diatur dalam Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan, yang merupakan liabilitas imbalan pasti. Jika imbalan pensiun sesuai Undang-Undang Nomor 13 Tahun 2003 tadi lebih besar dari program pensiun yang ada, selisih tersebut diakui sebagai bagian dari liabilitas imbalan pensiun.

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program dan penyesuaian atas biaya jasa lalu yang belum diakui. Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected unit credit*.

Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas di masa depan dengan menggunakan tingkat bunga obligasi pemerintah jangka panjang pada akhir periode pelaporan dalam mata uang Rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang sesuai dengan liabilitas imbalan pensiun yang bersangkutan.

Biaya jasa lalu seluruhnya diakui secara langsung dalam laba rugi, kecuali perubahan terhadap program pensiun tersebut mensyaratkan karyawan untuk bekerja selama periode waktu tertentu. Dalam hal ini, biaya jasa lalu akan diamortisasi secara garis lurus sepanjang periode tersebut.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Employee benefit liabilities *(continued)*

The Group conducts defined benefit pension plans, while the subsidiary conduct defined contribution pension plans.

A defined benefit pension plan is a pension plan that defines the amount of pension that will be received by an employee on becoming entitled to a pension, which usually depends on several factors such as age, years of service, and compensation.

A defined contribution pension plan is a pension plan whereby the subsidiary will pay a fixed contribution amount to a separate entity (Dana Pensiun Lembaga Keuangan BNI). The subsidiary are liable for 80% of the pension contribution amounts while the employees are liable for remaining 20%.

The Group are required to provide a minimum pension benefits in accordance with the Law No.13 Year 2003 concerning Labour, which constitutes a defined benefit liability. If the pension benefits, which are in accordance with the Law No. 13 Year 2003, are greater than the existing pension plans, then the difference is recognised as part of the pension benefits liability.

The pension benefit liability represents the present value of the defined benefit liability at the end of the reporting period less the fair value of the plan assets and adjustments to past services costs not yet recognised. The defined benefit liability is calculated annually by the independent actuary using the projected unit credit method.

The present value of the defined benefit liability is determined by discounting the estimated future cash flows using the interest rate on long-term government bonds at the end of the reporting period, expressed in Rupiah, in accordance with the currency in which the benefits will be paid and the short-term ones corresponding to the pension benefits liability in question.

All past service costs are recognised directly in the profit or loss, except for changes towards pension programs that impose conditions on the employees to work during a specified period of time. In this case, past service costs will be amortised using the straight line method over that period.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

k. Liabilitas imbalan kerja (lanjutan)

Imbalan jangka panjang lainnya

Imbalan jangka panjang lainnya seperti cuti berimbalan jangka panjang dan penghargaan *jubilee* dihitung dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini.

l. Perpajakan

Beban pajak terdiri dari pajak kini dan tangguhan. Pajak diakui dalam laporan laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif belaku pada tanggal pelaporan. Manajemen mengevaluasi secara periodik implementasi terhadap peraturan perpajakan yang berlaku terutama yang memerlukan interpretasi lebih lanjut mengenai pelaksanaannya termasuk juga evaluasi terhadap surat ketetapan pajak yang diterima dari kantor pajak. Lebih lanjut, manajemen membentuk cadangan jika dianggap perlu berdasarkan jumlah yang diestimasikan akan dibayarkan ke otoritas pajak.

Pajak penghasilan tangguhan diakui sepenuhnya, dengan menggunakan metode liabilitas untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Pajak penghasilan tangguhan diukur dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan waktu yang masih dapat dimanfaatkan.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Employee benefit liabilities *(continued)*

Other long-term benefits

Other long-term employee benefits such as long service leave and jubilee awards are calculated using the projected unit credit method and discounted to present value.

l. Taxation

Tax expenses comprise of current and deferred tax. Tax is recognised in the consolidated statement of profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date. Management periodically evaluates the implementation of prevailing tax regulations especially those that are subject to further interpretation on its implementation, including evaluation on tax assessment letters received from tax authorities. Where appropriate management establishes provisions based on the amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as at reporting period and is expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the timing differences can be utilised.

2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

l. Perpajakan (lanjutan)

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama. Aset pajak kini dan liabilitas pajak kini akan saling hapus ketika entitas memiliki hak yang berkekuatan hukum untuk melakukan saling hapus dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto atau untuk merealisasikan dan menyelesaikan liabilitas secara bersamaan.

m. Transaksi dengan pihak-pihak berelasi

Grup melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2015) "Pengungkapan pihak-pihak berelasi".

Jenis transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian.

n. Dividen

Distribusi dividen kepada pemegang saham Grup diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode dimana dividen telah disetujui oleh pemegang saham.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

l. Taxation *(continued)*

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred income taxes assets and liabilities related to income taxes levied by the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

m. Transaction with related parties

The Group enters into transactions with related parties as defined in SFAS 7 (Revised 2015) "Related party disclosures".

The nature of transactions and balances of significant accounts with related parties are disclosed in the notes to the consolidated financial statements.

n. Dividend

Dividend distribution to the Group's shareholder is recognised as a liability in the Group's consolidated financial statements in the period in which dividend are approved by the shareholder.

3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan konsolidasian dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh Standar Akuntansi Keuangan adalah estimasi terbaik yang didasarkan standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Certain estimates and assumptions are made in the preparation of the consolidated financial statements. These often require management judgement in determining the appropriate methodology for valuation of assets and liabilities.

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions requires in conformity with financial accounting standards are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experience and other factors, including expectations with regard to future events.

3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan jumlah yang diestimasi semula.

Sumber utama ketidakpastian estimasi:

a. Estimasi klaim

Cadangan teknis dicatat di laporan posisi keuangan konsolidasian berdasarkan perhitungan aktuaris dengan menggunakan asumsi aktuarial. Termasuk dalam cadangan teknis adalah estimasi liabilitas klaim dan cadangan atas premi yang belum merupakan pendapatan (lihat Catatan 2f).

Grup wajib membentuk cadangan untuk pembayaran klaim yang timbul. Cadangan ini merupakan biaya yang diharapkan untuk menyelesaikan klaim yang telah terjadi, tetapi masih dalam proses pada tanggal laporan posisi keuangan konsolidasian. Grup menetapkan cadangan berdasarkan jenis produk, jenis dan periode penjaminan, dan tahun kejadian. Ada dua kategori cadangan: cadangan untuk klaim yang sudah dilaporkan dan cadangan untuk klaim yang sudah terjadi tetapi belum dilaporkan ("IBNR").

Cadangan Grup untuk klaim yang sudah dilaporkan adalah berdasarkan pada estimasi pembayaran di masa mendatang untuk menyelesaikan klaim yang sudah dilaporkan. Grup membuat estimasi tersebut berdasarkan pada fakta-fakta yang tersedia pada saat cadangan ditetapkan.

Cadangan untuk klaim yang terjadi tetapi belum dilaporkan ("IBNR") dihitung menggunakan metode teknis asuransi dengan menggunakan asumsi aktuaria.

b. Liabilitas imbalan kerja

Liabilitas imbalan kerja ditentukan berdasarkan perhitungan dari aktuaris. Perhitungan aktuaria mengunakan asumsi-asumsi seperti tingkat diskonto, tingkat pengembalian investasi, tingkat kenaikan gaji, tingkat kematian, tingkat pengunduran diri, dan lain-lain. Adanya perubahan pada asumsi ini akan mempengaruhi jumlah tercatat kewajiban pensiun.

***3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS** (continued)*

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

Key sources of estimation uncertainty:

a. Estimated claims

Technical reserves are stated in the consolidated statement of financial position in accordance with the actuarial calculation based on certain actuarial assumptions. Included in the technical reserves are estimated claim liabilities and unearned premium reserves (refer to Note 2f).

The Group is required to establish reserves for payment of claim that arise. These reserves represent the expected ultimate cost to settle claims occurred prior to, but are still outstanding as of the consolidated statement of financial position date. The Group establishes its reserves by product line, type and extent of coverage, and year of occurrence. There are two categories of reserves: reserves for reported losses and reserves for incurred but not reported ("IBNR") losses.

The Group's reserves for reported losses are based on estimates of future payments to settle reported claims. The Group bases such estimates on the facts available at the time the reserves are established.

The provision for incurred but not reported ("IBNR") is calculated using insurance technical method based on actuarial assumptions.

b. Employee benefit liabilities

Employee benefits are determined based on actuarial valuation. The actuary valuation involves making assumptions about discount rate, expected rate of return on investments, future salary increases, mortality rate, resignation rate, and others. Any changes in these assumptions will have an impact on the carrying amount of pension obligations.

3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

Sumber utama ketidakpastian estimasi: (lanjutan)

c. Cadangan kerugian penurunan nilai

Grup meninjau kembali piutang premi dan piutang reasuransi yang dimiliki pada setiap tanggal pelaporan untuk menilai apakah penurunan nilai harus diakui dalam laporan laba rugi konsolidasian. Secara khusus, justifikasi manajemen diperlukan dalam estimasi jumlah dan waktu arus kas di masa mendatang ketika menentukan penurunan nilai.

Dalam estimasi arus kas ini, Grup membuat justifikasi tentang situasi keuangan tertanggung atau perusahaan asuransi. Estimasi-estimasi ini didasarkan pada asumsi-asumsi tentang sejumlah faktor dan hasil aktual mungkin berbeda, seperti yang tercermin dalam perubahan cadangan kerugian penurunan nilai tersebut di masa datang.

d. Pengujian kecukupan liabilitas

Pengujian kecukupan liabilitas asuransi yang meliputi reviu atas cadangan premi dan cadangan klaim telah dilakukan dengan menggunakan perhitungan teknik aktuaria dimana digunakan asumsi dan estimasi aktuaria masa depan.

Berdasarkan hasil tes kecukupan liabilitas pada tanggal pelaporan, liabilitas yang dicatat oleh Grup telah memadai. Oleh karena itu tidak terdapat kekurangan liabilitas asuransi yang dibebankan ke laporan laba rugi konsolidasian tahun berjalan.

e. Aset reasuransi

Aset yang timbul dari kontrak reasuransi juga dihitung dengan menggunakan metode di atas. Selain itu, pemulihan aset ini dinilai secara periodik untuk memastikan bahwa jumlahnya mencerminkan jumlah yang pada akhirnya akan diterima, mempertimbangkan faktor-faktor seperti *counterparty* dan risiko kredit. Penurunan nilai diakui di mana terdapat bukti objektif bahwa Grup tidak dapat menerima jumlah yang terhutang untuk itu dan jumlah ini dapat diukur secara andal (lihat Catatan 9).

***3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS** (continued)*

Key sources of estimation uncertainty: (continued)

c. Allowances for impairment losses

The Group reviews premium receivables and due from reinsurers at each reporting date to assess whether impairment should be recognised in the consolidated statement of profit or loss. In particular, justification made by management is required to estimate the amount and timing of future cash flows when determining impairment.

In the estimation of cash flows, the Group makes the justification of the insurer's financial situation. These estimates are based on assumptions about a number of factors and actual results may differ, as reflected in changes in the provision for impairment in the future.

d. Liability adequacy testing

The liability adequacy testing consist of review on premium reserve and claim reserve has been performed using actuary technical method which using the future actuarial assumptions and estimations.

Based on liability adequacy testing at the reporting date, the Group's liabilities are adequate. Therefore, no insurance liability deficiency to be charged into the current year's consolidated statement of profit and loss.

e. Reinsurance assets

Assets arising from reinsurance contracts are also computed using the above methods. In addition, the recoverability of these assets is assessed on a periodic basis to ensure that the balance is reflective of the amounts that will ultimately be received, taking into consideration factors such as counterparty and credit risk. Impairment is recognised where there is objective evidence that the Group may not receive amounts due to it and these amounts can be reliably measured (refer to Note 9).

4. KAS DAN KAS PADA BANK / *4. CASH AND CASH IN BANKS*

	2020	2019	
Kas	352	362	***Cash on hand***
Bank			***Cash in banks***
Rupiah			*Rupiah*
Pihak berelasi:			*Related parties:*
PT Bank Rakyat Indonesia (Persero) Tbk	93,474	62,269	*PT Bank Rakyat Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	59,678	53,394	*Various Local Development Banks*
PT Bank Tabungan Negara (Persero) Tbk	44,759	1,567	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	22,647	19,707	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	21,502	10,831	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Mandiri	5,818	23,211	*PT Bank Syariah Mandiri*
PT Bank BRIsyariah Tbk	2,774	3,566	*PT Bank BRIsyariah Tbk*
PT Bank BNI Syariah	706	1,224	*PT Bank BNI Syariah*
PT Bank Tabungan Negara (Persero) Tbk, Unit Syariah	396	504	*PT Bank Tabungan Negara (Persero) Tbk, Sharia Unit*
	251,754	176,273	
Pihak ketiga:			*Third parties:*
PT Bank Bukopin Tbk	6,309	2,751	*PT Bank Bukopin Tbk*
PT Bank Central Asia Tbk	5,688	7,592	*PT Bank Central Asia Tbk*
PT Bank DBS Indonesia	1,988	2,188	*PT Bank DBS Indonesia*
Standard Chartered, Cabang Jakarta	1,702	3,388	*Standard Chartered, Jakarta Branch*
PT Bank Maybank Indonesia Tbk	970	1,332	*PT Bank Maybank Indonesia Tbk*
Lainnya	2,545	2,726	*Others*
	19,202	19,977	
Dolar AS			*US Dollar*
Pihak berelasi:			*Related parties:*
PT Bank Rakyat Indonesia (Persero) Tbk	10,862	4,949	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	8,441	25,816	*PT Bank Mandiri (Persero) Tbk*
	19,303	30,765	
Dolar Singapura			*Singapore Dollar*
Pihak berelasi:			*Related parties:*
PT Bank Rakyat Indonesia (Persero) Tbk	22	14	*PT Bank Rakyat Indonesia (Persero) Tbk*
	290,633	227,391	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

5. DEPOSITO WAJIB DAN BERJANGKA / *5. STATUTORY AND TIME DEPOSITS*

	2020	2019	
Rupiah			*Rupiah*
Pihak berelasi:			*Related parties:*
PT Bank Tabungan Negara (Persero) Tbk	1,583,370	750,470	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	666,414	922,764	*PT Bank Rakyat Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	220,322	296,456	*Various Local Development Banks*
PT Bank Negara Indonesia (Persero) Tbk	19,250	335,500	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk, Unit Syariah	14,000	15,000	*PT Bank Tabungan Negara (Persero) Tbk, Sharia Unit*
PT BRIsyariah Tbk	10,000	12,250	*PT BRIsyariah Tbk*
PT Bank Syariah Mandiri	7,000	7,000	*PT Bank Syariah Mandiri*
PT Bank BNI Syariah	6,250	6,250	*PT Bank BNI Syariah*
PT Bank Mandiri (Persero) Tbk	5,750	212,225	*PT Bank Mandiri (Persero) Tbk*
PT Bank Mandiri Taspen	-	900	*PT Bank Mandiri Taspen*
	2,532,356	2,558,815	
Pihak ketiga:			*Third parties:*
Berbagai bank swasta	90,027	166,700	*Various private banks*
Berbagai bank syariah	26,000	20,000	*Various sharia banks*
Berbagai Bank Perkreditan Rakyat	875	1,465	*Various Rural Banks*
	116,902	188,165	
Dolar AS			*US Dollar*
Pihak berelasi:			*Related parties:*
PT Bank Mandiri (Persero) Tbk	2,116	2,085	*PT Bank Mandiri (Persero) Tbk*
	2,651,374	2,749,065	

Deposito berjangka memperoleh suku bunga tahunan berkisar 3,00% - 8,00% untuk tahun 2020 (2019: 6,00% - 8,00%).

Time deposit earned annual interest at ranging of 3.00% - 8.00% in 2020 (2019: 6.00% - 8.00%).

Pada tanggal 31 Desember 2020 dan 2019, deposito berjangka yang menjadi dana jaminan Grup adalah sebagai berikut:

As at 31 December 2020 and 2019, time deposits which are included as Group's statutory funds are as follows:

	2020	2019	
PT Bank Tabungan Negara (Persero) Tbk	25,500	25,500	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	500	500	*PT Bank Mandiri (Persero) Tbk*
	26,000	26,000	

Penempatan dana jaminan tersebut sesuai dengan Peraturan Otoritas Jasa Keuangan Republik Indonesia No.71/POJK.05/2016 dan Peraturan Menteri Keuangan Republik Indonesia No.53/PMK.010/2012.

The placement of statutory funds is in compliance with Indonesia Financial Services Authority's Regulation No.71/POJK.05/2016 and the Minister of Finance of the Republic of Indonesia Decree No.53/PMK.010/2012.

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

6. EFEK-EFEK - BERSIH / *6. MARKETABLE SECURITIES - NET*

	2020	2019	
Nilai wajar melalui laporan laba rugi:			*Fair value through profit or loss:*
- Saham	415,901	285,490	*Shares -*
- Reksa dana ETF	9,755	-	*Exchange traded fund -*
Aset tersedia untuk dijual:			*Available for sale:*
- Reksadana	4,280,437	3,623,215	*Mutual funds -*
- Obligasi	3,413,777	3,598,257	*Bonds -*
- Saham	981,052	1,009,783	*Shares -*
- Reksa dana ETF	48,059	-	*Exchange Traded Fund -*
- *Medium Term Notes*	250,552	255,194	*Medium Term Notes -*
- Dana investasi infrastruktur	45,045	50,000	*Infrastructure investment fund -*
- Efek beragun aset	18,000	25,044	*Asset backed securities -*
Dimiliki hingga jatuh tempo:			*Held-to-maturity:*
- Obligasi	1,972,736	2,260,991	*Bonds -*
- *Medium Term Notes*	94,966	20,000	*Medium Term Notes -*
Cadangan kerugian penurunan nilai	(17,054)	(17,054)	*Allowance for impairment losses*
	11,513,226	11,110,920	

Efek-efek yang diukur pada nilai wajar melalui laporan laba rugi terdiri dari:

Marketable securities at fair value through profit or loss consist of the followings:

	2020	2019	
Saham:			***Shares:***
Perusahaan milik negara dan anak perusahaan	226,501	191,372	*State owned enterprises and subsidiaries*
Perusahaan milik swasta	189,400	94,118	*Privately owned companies*
	415,901	285,490	
Reksa dana ETF:			***Exchange Traded Funds:***
Perusahaan milik negara dan anak perusahaan	9,755	-	*State owned enterprises and subsidiaries*

Efek-efek yang tersedia untuk dijual terdiri dari:

Available for sale marketable securities consist of the followings:

	2020	2019	
Reksa dana:			***Mutual funds:***
Pendapatan tetap	1,869,510	1,236,484	*Fixed income*
Saham	1,256,571	1,270,148	*Shares*
Penyertaan terbatas	1,028,669	990,254	*Limited participation*
Terproteksi	66,121	89,059	*Protected*
Pasar uang	42,512	20,216	*Money market*
Campuran	17,054	17,054	*Mixed*
	4,280,437	3,623,215	
Obligasi:			***Bonds:***
Obligasi korporasi	2,821,960	3,204,749	*Corporate bonds*
Obligasi pemerintah	297,024	178,090	*Government bonds*
Sukuk	294,793	215,418	*Sukuk*
	3,413,777	3,598,257	
Saham:			***Shares:***
Perusahaan milik negara dan anak perusahaan	692,260	717,266	*State owned enterprises and subsidiaries*
Perusahaan milik swasta	288,792	292,517	*Privately owned companies*
	981,052	1,009,783	
Reksa dana ETF:			***Exchange Traded Funds:***
Perusahaan milik negara dan anak perusahaan	48,059	-	*State owned enterprises and subsidiaries*

6. EFEK-EFEK - BERSIH (lanjutan) / *6. MARKETABLE SECURITIES - NET (continued)*

	2020	2019	
Medium Term Notes:			***Medium Term Notes:***
Korporasi	250,552	255,194	*Corporate*
Dana investasi infrastruktur:			***Infrastructure investment fund:***
Perusahaan milik negara dan anak perusahaan	45,045	50,000	*State owned enterprises and subsidiaries*
Efek beragun aset:			***Asset backed securities:***
Perusahaan milik negara dan anak perusahaan	18,000	25,044	*State owned enterprises and subsidiaries*

Efek-efek yang dimiliki hingga jatuh tempo dan biaya perolehan terdiri dari:

Held-to-maturity and at cost marketable securities consist of the followings:

	2020	2019	
Obligasi:			***Bonds:***
Obligasi pemerintah	1,147,573	1,201,716	*Government bonds*
Obligasi korporasi	691,000	925,006	*Corporate bonds*
Sukuk	134,163	134,269	*Sukuk*
	1,972,736	2,260,991	
***Medium Term Notes*:**			***Medium Term Notes:***
Korporasi	94,966	20,000	*Corporate*
Cadangan kerugian penurunan nilai	(17,054)	(17,054)	*Allowance for impairment losses*

Pada tanggal 31 Desember 2020 dan 2019, obligasi yang menjadi dana jaminan Grup dalam bentuk Surat Utang Negara masing-masing sebesar Rp 50.237 dan Rp 50.243.

As at 31 December 2020 and 2019, bonds which are included as Group's statutory funds in the form of Government Bonds amounting to Rp 50,237 and Rp 50,243, respectively.

Penempatan dana jaminan sesuai dengan Peraturan Otoritas Jasa Keuangan Republik Indonesia No.71/POJK.05/2016 dan Peraturan Menteri Keuangan Republik Indonesia No.53/PMK.010/2012.

The placement of statutory funds is in compliance with Indonesia Financial Services Authority's Regulation No.71/POJK.05/2016 and the Minister of Finance of the Republic of Indonesia Decree No.53/PMK.010/2012.

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

7. PIUTANG PREMI - BERSIH / *7. PREMIUM RECEIVABLES - NET*

	2020	2019	
Pihak berelasi	154,622	164,469	*Related parties*
Pihak ketiga	183,703	196,346	*Third parties*
	338,325	360,815	
Dikurangi: cadangan kerugian penurunan nilai	(141,913)	(130,595)	*Less: allowance for impairment losses*
	196,412	230,220	

7. PIUTANG PREMI - BERSIH (lanjutan) / *PREMIUM RECEIVABLES - NET (continued)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2020	2019	
Saldo awal	130,595	127,735	*Beginning balance*
Penambahan selama tahun berjalan	11,318	2,860	*Addition during the year*
Saldo akhir	141,913	130,595	*Ending balance*

Direksi berpendapat bahwa cadangan kerugian penurunan nilai tersebut telah memadai untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang premi.

The Directors believe that the allowance for impairment losses is adequate to cover possible losses on uncollectible premium receivables.

Perusahaan tidak mengakui piutang premi atas Sumbangan Wajib karena Direksi meyakini bahwa piutang premi atas Sumbangan Wajib tidak dapat diestimasi secara andal dan tidak dapat tertagih.

The Company does not recognise premium receivables from Compulsory Contributions since the Directors believe that premium receivables from Compulsory Contributions could not reliably estimated and uncollectible.

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

8. PIUTANG REASURANSI - BERSIH / *DUE FROM REINSURERS - NET*

	2020	2019	
Pihak berelasi	86,412	78,610	*Related parties*
Pihak ketiga	13,873	15,051	*Third parties*
	100,285	93,661	
Dikurangi: cadangan kerugian penurunan nilai	(9,561)	(12,939)	*Less: allowance for impairment losses*
	90,724	80,722	

Direksi berpendapat bahwa cadangan kerugian penurunan nilai tersebut telah memadai untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang reasuransi.

The Directors believe that the allowance for impairment losses is adequate to cover possible losses on uncollectible due from reinsurers.

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

9. ASET REASURANSI / *REINSURANCE ASSETS*

	2020	2019	
Cadangan atas premi yang belum merupakan pendapatan	735,985	652,005	*Unearned premium reserves*
Estimasi liabilitas klaim	457,604	348,867	*Estimated claim liabilities*
	1,193,589	1,000,872	

10. ASET TETAP - BERSIH / *10. FIXED ASSETS - NET*

	2020					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Transfer/ *Transferred*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Acquisition costs***
Aset kepemilikan langsung:						*Direct ownership assets:*
Tanah	206,628	-	-	-	206,628	*Land*
Kendaraan	197,745	4,497	31,305	-	170,937	*Vehicles*
Peralatan Kantor	216,662	21,531	27,097	-	211,096	*Office equipment*
Bangunan	638,077	25,966	-	-	664,043	*Buildings*
Perabot	204,729	20,602	20,552	-	204,779	*Furniture and fixtures*
Perangkat lunak	100,488	16,893	-	-	117,381	*Software*
Aset dalam proses	57,091	18,246	-	(25,809)	49,528	*Assets in progress*
	1,621,420	107,735	78,954	(25,809)	1,624,392	
Aset hak-guna:						*Right-of-use assets:*
Kendaraan	-	37,252	-	-	37,252	*Vehicles*
Peralatan Kantor	-	6,675	-	-	6,675	*Office equipment*
Bangunan	-	24,367	-	-	24,367	*Buildings*
	-	68,294	-	-	68,294	
	1,621,420	176,029	78,954	(25,809)	1,692,686	
Akumulasi depresiasi						***Accumulated depreciation***
Aset kepemilikan langsung:						*Direct ownership assets:*
Kendaraan	149,426	18,878	31,305	-	136,999	*Vehicles*
Peralatan Kantor	145,103	26,605	27,044	-	144,664	*Office equipment*
Bangunan	309,851	37,152	-	-	347,003	*Buildings*
Perabot	128,552	26,122	20,552	-	134,122	*Furniture and fixtures*
Perangkat lunak	67,699	13,993	-	-	81,692	*Software*
	800,631	122,750	78,901	-	844,480	
Aset hak-guna:						*Right-of-use assets:*
Kendaraan	-	17,474	-	-	17,474	*Vehicles*
Peralatan Kantor	-	3,729	-	-	3,729	*Office equipment*
Bangunan	-	6,589	-	-	6,589	*Buildings*
	-	27,792	-	-	27,792	
	800,631	150,542	78,901	-	872,272	
Nilai buku bersih	820,789				820,414	***Net book value***

Pada tanggal 31 Desember 2020, aset tetap - bersih atas aset kepemilikan langsung Grup adalah sebesar Rp 779.912. Termasuk dalam penambahan adalah aset hak-guna Grup sebagai dampak penerapan PSAK 73 dengan nilai bersih sebesar Rp 40.502 Lihat Catatan 32 untuk rekonsiliasi aset hak-guna dan liabilitas sewa.

As of 31 December 2020, fixed assets - net from the Group's direct ownership amounted to Rp 779,912. Included in the additions are the Group's right-of-use assets with a net value of Rp 40,502 as a result of the application of SFAS 73. See Note 32 for a reconciliation of right-of-use assets and lease liabilities.

	2019					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Transfer/ *Transferred*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Acquisition costs***
Aset kepemilikan langsung:						*Direct ownership assets:*
Tanah	201,910	4,718	-	-	206,628	*Land*
Kendaraan	201,423	9,400	13,078	-	197,745	*Vehicles*
Peralatan Kantor	193,169	27,488	3,995	-	216,662	*Office equipment*
Bangunan	602,066	36,011	-	-	638,077	*Buildings*
Perabot	184,901	33,840	14,012	-	204,729	*Furniture and fixtures*
Perangkat lunak	78,468	22,020	-	-	100,488	*Software*
Aset dalam proses	34,123	-	-	22,968	57,091	*Assets in progress*
	1,496,060	133,477	31,085	22,968	1,621,420	

10. ASET TETAP - BERSIH (lanjutan) / *10. FIXED ASSETS - NET (continued)*

	2019 (lanjutan/*continued*)					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Disposals***	**Transfer/ *Transferred***	**Saldo akhir/ *Ending balance***	
Akumulasi depresiasi						***Accumulated depreciation***
Aset kepemilikan langsung:						*Direct ownership assets:*
Kendaraan	143,463	19,040	13,077	-	149,426	*Vehicles*
Peralatan Kantor	124,121	24,976	3,994	-	145,103	*Office equipment*
Bangunan	273,688	36,163	-	-	309,851	*Buildings*
Perabot	119,803	22,761	14,012	-	128,552	*Furniture and fixtures*
Perangkat lunak	56,357	11,342	-	-	67,699	*Software*
	717,432	114,282	31,083	-	800,631	
Nilai buku bersih	778,628				820,789	***Net book value***

Seluruh aset tetap yang ada pada tanggal pelaporan digunakan untuk menunjang aktivitas operasi Grup. Aset-aset tersebut belum didepresiasi penuh, serta tidak terdapat aset yang sudah didepresiasi penuh namun masih digunakan dalam operasi Grup.

All fixed assets as at the reporting date are fully used to support the Group's operational activities. Those assets are not yet fully depreciated, and there's no fully depreciated assets that are still used by the Group in its operation.

Pada tanggal 31 Desember 2020 dan 2019, aset tetap diasuransikan terhadap risiko kebakaran dan risiko lainnya. Direksi berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

As at 31 December 2020 and 2019, fixed assets are covered by insurance against losses fire and other risks. The Directors believe that the insurance coverage is adequate to cover any possible losses on the assets insured.

Berdasarkan evaluasi Direksi, tidak terdapat kejadian-kejadian atau perubahan-perubahan yang mengindikasikan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2020 dan 2019.

Based on the Directors assessment, there had been no events or change in circumstances which may indicate impairment in fixed assets as at 31 December 2020 and 2019.

11. ASET DAN PIUTANG LAIN-LAIN - BERSIH / *11. OTHER ASSETS AND RECEIVABLES - NET*

	2020	**2019**	
Piutang klaim *natural death* - bersih	16,834	60,412	*Natural death claim receivables - net*
Piutang pegawai	10,145	14,851	*Employee receivables*
Aset lainnya	71,203	42,078	*Other assets*
Piutang lainnya	29,537	7,835	*Other receivables*
	127,719	125,176	

11. ASET DAN PIUTANG LAIN-LAIN - BERSIH (lanjutan) / *11. OTHER ASSETS AND RECEIVABLES - NET (continued)*

Piutang klaim *natural death* merupakan piutang klaim entitas anak kepada PT Asuransi Syariah Al Amin dan PT Reasuransi Nasional Indonesia. Piutang ini timbul sebagai akibat perjanjian entitas anak dengan PT Asuransi Syariah Al Amin di tahun 2010 tentang Perjanjian Kerjasama Pemasaran Asuransi Jiwa Kredit dan Perorangan/Umum. Pada tahun 2016, entitas anak mengakhiri perjanjian tersebut dan mengalihkan perjanjiannya kepada PT Reasuransi Nasional Indonesia. Entitas anak berpendapat bahwa saldo piutang klaim *natural death* yang disajikan pada tanggal laporan posisi keuangan mencerminkan nilai yang dapat direalisasikan.

The natural death claim receivables represent subsidiary's receivables from PT Asuransi Syariah Al Amin and PT Reasuransi Nasional Indonesia. These receivables arise as a result of a subsidiary agreement with PT Asuransi Syariah Al Amin in 2010 regarding the Agreement of Credit and Individual/General Life Insurance Marketing. In 2016, the subsidiary terminated the agreement and transferred it to PT Reasuransi Nasional Indonesia. The subsidiary believe that the receivables balance of claim receivables natural death presented as per the date on the statement of financial position reflects the realised value.

12. UTANG KLAIM / *12. CLAIM PAYABLES*

	2020	2019	
Perusahaan			***The Company***
Kecelakaan lalu lintas jalan	11,746	12,208	*Road traffic accident*
Kecelakaan umum	24	68	*General accident*
Entitas anak			***Subsidiary***
Surety bond	-	8,565	*Surety bond*
Asuransi kredit	3,877	3,225	*Credit insurance*
Kendaraan bermotor	2,635	1,596	*Motor vehicles*
Lainnya	4,102	3,787	*Others*
	22,384	29,449	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi. / *Refer to Note 31 for details of related parties balances and transactions.*

13. UTANG REASURANSI / *13. DUE TO REINSURERS*

	2020	2019	
Pihak berelasi	71,685	114,363	*Related parties*
Pihak ketiga	12,781	11,932	*Third parties*
	84,466	126,295	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi. / *Refer to Note 31 for details of related parties balances and transactions.*

14. PERPAJAKAN / *14. TAXATION*

a. Utang pajak / *a. Taxes payables*

	2020	2019	
Pajak penghasilan badan:			*Corporate income tax:*
Perusahaan			*The Company*
- Tahunan	76,823	33	*Annual -*
Entitas anak	21,771	26,864	*Subsidiary*
	98,594	26,897	

14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

a. Utang pajak (lanjutan) / *a. Taxes payables (continued)*

	2020	2019	
Pajak lain-lain:			*Other taxes:*
Perusahaan			*The Company*
- Pasal 21	20,194	25,202	*Article 21 -*
- Pasal 23 dan pasal 4(2)	420	544	*Article 23 and article 4(2) -*
- Lain-lain	1,157	39,363	*Others -*
Entitas anak	2,021	2,860	*Subsidiary*
	23,792	67,969	
	122,386	94,866	

b. Beban pajak penghasilan / *b. Income tax expenses*

	2020	2019	
Perusahaan			***The Company***
Kini	232,659	325,208	*Current*
Tangguhan	91,975	6,056	*Deferred*
	324,634	331,264	
Entitas anak			***Subsidiary***
Kini	34,105	55,835	*Current*
Tangguhan	(15,718)	(41,095)	*Deferred*
	18,387	14,740	
Konsolidasian			***Consolidated***
Kini	266,764	381,043	*Current*
Tangguhan	76,257	(35,039)	*Deferred*
	343,021	346,004	

Rekonsiliasi antara beban pajak penghasilan dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan Perusahaan dengan menggunakan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between income tax expense and the theoritical amount of income tax expense is calculated based on income before income tax at the tax rate that apply is as follows:

	2020	2019	
Laba konsolidasian sebelum pajak	1,851,918	1,905,005	*Consolidated profit before tax*
Laba entitas anak sebelum pajak	(89,305)	(131,292)	*Subsidiary's profit before tax*
Eliminasi konsolidasi	66,522	109,336	*Consolidation elimination*
	1,829,135	1,883,049	
Pajak dihitung dengan menggunakan tarif pajak yang berlaku	402,410	470,762	*Tax calculated at applicable tax rates*
Perbedaan tetap:			***Permanent differences:***
Pendapatan dikenakan pajak final	(176,070)	(228,341)	*Income subject to final tax*
Lain-lain	63,626	88,843	*Others*
Penyesuaian tarif pajak tangguhan	34,668	-	*Adjustment of deferred tax rate*
Beban pajak penghasilan	324,634	331,264	*Income tax expenses*

14. PERPAJAKAN (lanjutan)

b. Beban pajak penghasilan (lanjutan)

Rekonsiliasi antara laba sebelum pajak penghasilan Perusahaan dengan laba kena pajak adalah sebagai berikut:

***14. TAXATION** (continued)*

***b. Income tax expenses** (continued)*

The reconciliation between profit before the Company's income tax and the taxable income is as follows:

	2020	2019	
Laba konsolidasian sebelum pajak	1,851,918	1,905,005	*Consolidated profit before tax*
Dikurangi:			*Less:*
Laba entitas anak sebelum pajak	(89,305)	(131,292)	*Subsidiary's profit before tax*
Eliminasi konsolidasi	66,522	109,336	*Consolidation elimination*
Laba sebelum pajak	1,829,135	1,883,049	*Income before tax*
Perbedaan waktu:			***Temporary differences:***
- Depresiasi	10,179	(20,620)	*Depreciation -*
- Liabilitas imbalan kerja	24,865	(15,756)	*Employee benefits liabilities-*
- Cadangan atas premi yang belum merupakan pendapatan	(230,813)	(19,340)	*Unearned premium reserves -*
- Estimasi liabilitas klaim	(70,419)	31,492	*Estimated claim liabilities -*
- Lainnya	5,704	-	*Others -*
	(260,484)	(24,224)	
Perbedaan tetap:			***Permanent differences:***
- Beban yang tidak diperkenankan	289,211	355,371	*Non-deductible expenses -*
- Pendapatan yang dikenakan pajak final	(922,456)	(1,046,678)	*Income subject to final tax -*
- Beban pajak final	122,136	133,316	*Final tax expenses -*
	(511,109)	(557,991)	
Laba kena pajak	1,057,542	1,300,834	*Taxable income*
Beban pajak penghasilan - kini	232,659	325,208	*Income tax expenses - current*
Dikurangi:			*Less:*
Pajak dibayar dimuka:	(155,836)	(325,175)	*Prepaid taxes*
Utang pajak penghasilan	76,823	33	*Corporate income tax payable*

Perhitungan pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2020 adalah suatu perhitungan sementara yang dibuat untuk tujuan akuntansi dan dapat berubah pada saat Perusahaan menyampaikan Surat Pemberitahuan Tahunan (SPT) pajaknya.

The corporate income tax calculation for the year ended 31 December 2020 is a preliminary estimate made for accounting purposes and its subjected to revision when the Company lodges its Annual Corporate Tax Return.

14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

c. Aset pajak tangguhan - bersih / *c. Deferred tax assets - net*

	2020					
	Saldo awal/ *Beginning balance*	(Dibebankan)/ dikreditkan ke laporan laba rugi/ *(Charged)/ credited to profit or loss*	Dibebankan/ (dikreditkan) ke laporan penghasilan komprehensif lain/ *Charged/ (credited) to other comprehensive income*	Dampak penurunan tarif pajak ke laporan laba rugi/*Impact on decrease in tax rate to profit or loss*	Saldo akhir/ *Ending balance*	
Perusahaan						***The Company***
Depresiasi termasuk koreksi fiskal terkait sewa 73	(11,729)	2,239	-	1,407	(8,083)	*Depreciation including Fiscal correction lease 73*
Liabilitas imbalan kerja	72,317	5,470	15,626	(8,678)	84,735	*Employee benefits liabilities*
Cadangan atas premi yang belum merupakan pendapatan	87,834	(50,778)	-	(10,540)	26,516	*Unearned premium reserves*
Estimasi Liabilitas klaim	110,082	(15,492)	-	(13,210)	81,380	*Estimated claim liabilities*
Keuntungan yang belum direalisasi atas efek-efek	(1,864)	-	(540)	-	(2,404)	*Unrealised gains on marketable securittes*
Cadangan kerugian penurunan nilai	30,393	1,254	-	(3,647)	28,000	*Allowance for impairment losses*
	287,033	(57,307)	15,086	(34,668)	210,144	
Entitas anak	74,973	25,946	(2,990)	(10,228)	87,701	***Subsidiary***
	362,006	(31,361)	12,096	(44,896)	297,845	

	2019				
	Saldo awal/ *Beginning balance*	Dikreditkan/ (dibebankan) ke laporan laba rugi/ *Credited/ (charged) to profit or loss*	Dibebankan/ (dikreditkan) ke laporan penghasilan komprehensif lain/ *Charged/ (credited) to other comprehensive income*	Saldo akhir/ *Ending balance*	
Perusahaan					***The Company***
Penyusutan	(6,574)	(5,155)	-	(11,729)	*Depreciation*
Liabilitas imbalan kerja	52,484	(3,939)	23,772	72,317	*Employee benefit liabilities*
Cadangan atas premi yang belum merupakan pendapatan	92,669	(4,835)	-	87,834	*Unearned premium reserves*
Estimasi liabilitas klaim	102,209	7,873	-	110,082	*Estimated claim liabilities*
Keuntungan yang belum direalisasi atas efek-efek	-	-	(1,864)	(1,864)	*Unrealised gains on marketable securittes*
Cadangan kerugian penurunan nilai	30,393	-	-	30,393	*Allowance for impairment losses*
	271,181	(6,056)	21,908	287,033	
Entitas anak	30,826	41,095	3,052	74,973	***Subsidiary***
	302,007	35,039	24,960	362,006	

14. PERPAJAKAN (lanjutan)

c. Aset pajak tangguhan - bersih (lanjutan)

Aset dan liabilitas pajak tangguhan pada tanggal 31 Desember 2020 dan 2019 telah memperhitungkan tarif pajak yang berlaku untuk setiap tahun yang terkait.

Direksi berkeyakinan bahwa saldo aset pajak tangguhan dapat terpulihkan di masa yang akan datang.

Untuk tahun pajak 2020, berdasarkan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia No. 1 Tahun 2020 tentang Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Pandemi *Coronavirus Disease* 2019 (COVID-19) dan/atau dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan sebagaimana yang telah ditetapkan melalui Undang-Undang No. 2 Tahun 2020, Wajib Pajak memperoleh penurunan tarif PPh menjadi 22% (dua puluh dua persen) untuk tahun pajak 2020 dan 2021 serta 20% (dua puluh persen) untuk tahun pajak 2022 dan seterusnya.

***14. TAXATION** (continued)*

***c. Deferred tax assets - net** (continued)*

Deferred tax assets and liabilities as at 31 December 2020 and 2019 have been calculated taking into account tax rates applicable for each respective year.

The Directors believe that the deferred tax assets balance can be recovered in the future.

Based on Government Regulation In lieu of the Law of the Republic of Indonesia No. 1 of 2020 on Policy State Financial Policy and Financial System Stability for Mitigation of Pandemic Coronavirus Disease 2019 (COVID-19) and/or or in the context of facing threats Endangering the National Economy and/or Financial System Stability as stipulated by Law number 2 of Year 2020, corporate tax payers benefits of tax rate deduction to 22% (twenty two percent) for Year 2020 and 2021 fiscal year and 20% (twenty percent) from 2022 fiscal year and thereafter.

d. Administrasi

Berdasarkan Undang-Undang perpajakan yang berlaku di Indonesia, Perusahaan menghitung, menetapkan, dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu lima tahun sejak saat terutangnya pajak.

d. Administration

Under the taxation laws of Indonesia, the Company submits tax returns on the basis of self assessment. The Directorate General of Tax ("DGT") may assess or amend taxes within five years of the time the tax becomes due.

15. AKRUAL DAN UTANG LAIN-LAIN

15. ACCRUED EXPENSES AND OTHER PAYABLES

	2020	2019	
Jasa produksi dan tantiem	219,543	266,409	*Production and tantiem services*
Utang pengadaan barang dan jasa	59,191	54,630	*Goods and services payable*
Beban pegawai	55,184	41,573	*Employee expenses*
Liabilitas sewa	42,208	-	*Finance lease liabilities*
Beban operasional	26,054	20,455	*Operating expenses*
Beban teknologi informasi dan komunikasi	14,142	17,392	*Information technology and communication expenses*
Beban pencegahan dan pelayanan	9,663	12,120	*Prevention and services expenses*
Utang lainnya	120,208	140,058	*Other payables*
Beban lain-lain	136,636	125,748	*Other expenses*
	682,829	678,385	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

16. ESTIMASI LIABILITAS KLAIM / *16. ESTIMATED CLAIM LIABILITIES*

	31 Desember/*December* 2020			
	Klaim dalam proses/ *Outstanding claims*	**Klaim yang terjadi namun belum dilaporkan/ *Incurred But Not Reported (IBNR)***	**Jumlah/ *Total***	
Perusahaan				***The Company***
Kecelakaan penumpang angkutan umum	1,588	2,713	4,301	*Public transport passenger accident*
Kecelakaan lalu lintas jalan	72,585	304,262	376,847	*Road traffic accident*
	74,173	306,975	381,148	
Entitas anak				***Subsidiary***
Kendaraan bermotor	6,302	12,581	18,883	*Motor vehicles*
Surety bond	301,983	3,225	305,208	*Surety bond*
Asuransi kredit	5,547	60,274	65,821	*Credit insurance*
Lainnya	115,954	58,958	174,912	*Others*
	429,786	135,038	564,824	
	503,959	442,013	945,972	

	31 Desember/*December* 2019			
	Klaim dalam proses/ *Outstanding claims*	**Klaim yang terjadi namun belum dilaporkan/ *Incurred But Not Reported (IBNR)***	**Jumlah/ *Total***	
Perusahaan				***The Company***
Kecelakaan penumpang angkutan umum	-	6,774	6,774	*Public transport passenger accident*
Kecelakaan lalu lintas jalan	-	445,344	445,344	*Road traffic accident*
	-	452,118	452,118	
Entitas anak				***Subsidiary***
Kendaraan bermotor	8,995	10,948	19,943	*Motor vehicles*
Surety bond	239,882	5,987	245,869	*Surety bond*
Asuransi kredit	4,952	46,616	51,568	*Credit insurance*
Lainnya	82,235	46,401	128,636	*Others*
	336,064	109,952	446,016	
	336,064	562,070	898,134	

17. CADANGAN ATAS PREMI YANG BELUM MERUPAKAN PENDAPATAN / *17. UNEARNED PREMIUM RESERVES*

Cadangan atas premi yang belum merupakan pendapatan berdasarkan jenis asuransi adalah sebagai berikut:

Unearned premium reserves by type of insurance are as follows:

	2020	**2019**	
Perusahaan			***The Company***
Kecelakaan penumpang angkutan umum	772	1,870	*Public transport passenger accident*
Kecelakaan lalu lintas jalan	2,150,155	2,195,507	*Road traffic accident*
	2,150,927	2,197,377	
Entitas anak			***Subsidiary***
Asuransi kredit	46,246	895,679	*Credit insurance*
Surety bond	31,821	38,137	*Surety bonds*
Kendaraan bermotor	1,085,763	62,338	*Motor vehicles*
Lainnya	151,144	163,183	*Others*
	1,314,974	1,159,337	
	3,465,901	3,356,714	

18. LIABILITAS IMBALAN KERJA / *18. EMPLOYEE BENEFIT LIABILITIES*

Liabilitas imbalan kerja pada tanggal 31 Desember 2020 dan 2019 dihitung oleh aktuaris independen, PT Padma Radya Aktuaria dengan menggunakan metode *"Projected Unit Credit"*, sebagaimana yang tercantum dalam laporan tertanggal 16 Februari 2021 untuk Perusahaan dan tanggal 22 Januari 2021 untuk Entitas Anak. Asumsi aktuarial pokok yang digunakan adalah sebagai berikut:

The employee benefit liabilities as at 31 December 2020 and 2019 are calculated by an independent actuary, PT Padma Radya Aktuaria using the "Projected Unit Credit" method, as stated in its report dated 16 February 2021 for the Company and dated 22 January 2021 for the Subsidiary. The actuarial valuation was carried out using the following key assumptions:

	2020	2019	
Usia pensiun normal	55 tahun/*year*	55 tahun/*year*	*Normal retirement age*
Tingkat kenaikan gaji per tahun:			*Salary incremental rates:*
PT Jasa Raharja	7%	8%	*PT Jasa Raharja*
PT Asuransi Jasaraharja Putera	6%	6%	*PT Asuransi Jasaraharja Putera*
Tingkat diskonto:			*Discount rates:*
PT Jasa Raharja	7%	8%	*PT Jasa Raharja*
PT Asuransi Jasaraharja Putera	6%	7%	*PT Asuransi Jasaraharja Putera*
Tingkat pengunduran diri:			*Resignation rate:*
PT Jasa Raharja	1% sampai usia 20 tahun kemudian menurun secara linier menjadi 0% di usia 55/ *1% up to age 20 and decreases linearly to 0% up to age 55*	1% sampai usia 20 tahun kemudian menurun secara linier menjadi 0% di usia 55/ *1% up to age 20 and decreases linearly to 0% up to age 55*	*PT Jasa Raharja*
PT Asuransi Jasaraharja Putera	5% sampai usia 29 tahun kemudian menurun secara linier menjadi 1% di usia 54/ *5% up to age 29 and decreases linierly 1% up to age 54*	5% sampai usia 29 tahun kemudian menurun secara linier menjadi 1% di usia 54/ *5% up to age 29 and decreases linierly 1% up to age 54*	*PT Asuransi Jasaraharja Putera*
Tingkat kematian	10% dari TMI IV 2019/ *10% of TMI IV 2019*	10% dari TMI III 2011/ *10% of TMI III 2011*	*Mortality rate*
Tingkat cacat	1% dari tingkat mortalita/ *1% of mortality rate*	1% dari tingkat mortalita/ *1% of mortality rate*	*Disability rate*

Liabilitas imbalan kerja yang diakui dalam laporan posisi keuangan konsolidasian adalah sebagai berikut:

The liabilities are recognised in the consolidated statement of financial position as follow:

	2020	2019	
Liabilitas Program Pesangon dan Penghargaan Masa Kerja	186,969	129,547	*Severance and Working Period Awards Program Liabilities*
Liabilitas Program Sumbangan Pensiun	179,675	148,230	*Pension Contribution Program Liabilities*
Liabilitas Program Penghargaan Masa Kerja	32,544	25,555	*Working Period Award Program Liabilities*
Liabilitas Program Cuti Besar	23,677	19,991	*Long Leave Program Liabilities*
	422,865	323,323	

Liabilitas imbalan pasca kerja yang diakui di laporan laba rugi konsolidasian terdiri dari:

Post-employment benefit expense recognised in the consolidated statement of profit or loss comprise of:

	2020	2019	
Biaya jasa kini	63,243	45,980	*Current services cost*
Biaya jasa lalu	-	3,822	*Past services cost*
Biaya bunga	24,564	16,087	*Interest expense*
	87,807	65,889	

18. LIABILITAS IMBALAN KERJA (lanjutan) / *18. EMPLOYEE BENEFIT LIABILITIES (continued)*

Mutasi liabilitas imbalan pasca kerja di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movement of post-employment benefits liabilities in the consolidated statement of financial position are as follows:

	2020	2019	
Saldo awal	323,323	235,771	*Beginning balance*
Pengakuan beban/(pendapatan)			*Recognised expenses/(revenue)*
Biaya jasa kini	63,243	45,980	*Current services cost*
Biaya jasa lalu	-	3,822	*Past services cost*
Biaya bunga	243,626	119,007	*Interest expense*
Ekspektasi hasil investasi	(219,062)	(102,920)	*Expected investment results*
	87,807	65,889	
Iuran Perusahaan			*The Company's contributions*
Realisasi pembayaran manfaat	(62,058)	(79,930)	*Realised benefit payment*
Pengukuran kembali imbalan pasca kerja	73,793	101,593	*Remeasurement of post - employment benefits*
	11,735	21,663	
Saldo akhir	422,865	323,323	*Ending balance*

Sensitivitas dari kewajiban imbalan pasti terhadap perubahan asumsi aktuarial utama adalah sebagai berikut:

The sensitivity of the defined benefit obligation to changes in the weighted principal assumption is as follows:

	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefits obligation*			
	Perubahan asumsi/ *Changes in assumptions*	Kenaikan asumsi/ *Increase in assumptions*	Penurunan asumsi/ *Decrease in assumptions*	
Tingkat diskonto	1%	217,508	(39,996)	*Discount rate*
Tingkat kenaikan gaji di masa depan	1%	(69,097)	88,626	*Future salary increment*

Analisis sensitivitas didasarkan pada perubahan atas asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam praktiknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Projected Unit Credit* diakhir periode) telah ditetapkan seperti dalam perhitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan konsolidasian.

The sensitivity analysis are based on a change in assumption while holding all other assumptions constant. In practice, this is unlikely to be occured, and changes in some assumptions may be corrected. While calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefits obligation calculated with the Projected Unit Credit method at the end of the reporting period) has been applied as when calculating the pension liabilities recognised within the consolidated statement of financial position.

19. MODAL SAHAM / *19. SHARE CAPITAL*

Berikut ini rincian modal ditempatkan dan disetor penuh pada tanggal 31 Desember 2020 dan 2019:

Below are the details of issued and fully paid capital as at 31 December 2020 and 2019:

	31 Desember/*December* 2020				
	Jenis saham/ *Type of shares*	Jumlah saham/ *Number of shares*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah/ *Amount*	
Pemerintah Republik Indonesia	Seri A Dwiwarna/ *Series A Dwiwarna*	1	0.01%	1	*The Government of the Republic of Indonesia*
PT Bahana Pembinaan Usaha Indonesia	Seri B/*Series B*	8,499,999	99.99%	8,499,999	*PT Bahana Pembinaan Usaha Indonesia*
		8,500,000	100%	8,500,000	

19. MODAL SAHAM (lanjutan) / *19. SHARE CAPITAL (continued)*

		31 Desember/*December* 2019			
	Jenis saham/ *Type of shares*	**Jumlah saham/ *Number of shares***	**Persentase kepemilikan/ *Percentage of ownership***	**Jumlah/ *Amount***	
Pemerintah Republik Indonesia	Seri A Dwiwarna/ *Series A Dwiwarna*	1	-	1	*The Government of the Republic of Indonesia*
Pemerintah Republik Indonesia	Seri B/*Series B*	8,499,999	100%	8,499,999	*The Government of the Republic of Indonesia*
		8,500,000	100%	8,500,000	

Berdasarkan perubahan Anggaran Dasar terakhir Perusahaan yang diaktakan pada Akta Notaris Nomor 14 tanggal 9 April 2020 yang dikeluarkan oleh Julius Purnawan, S.H., M.Si., Notaris di Jakarta, pada tanggal 31 Maret 2020, Rapat Umum Pemegang Perusahaan (RUPS) menyetujui perubahan struktur pemegang saham Perusahaan. Sehubungan dengan ditetapkannya Peraturan Pemerintah Nomor 20 Tahun 2020 tentang penambahan penyertaan modal saham perusahaan, Perusahaan menyetujui pengalihan seluruh saham Seri B milik Negara Republik Indonesia kepada PT Bahana Pembinaan Usaha Indonesia (Persero) untuk dijadikan tambahan penyertaan modal Negara Republik Indonesia sebanyak 8.499.999 saham dengan bernilai nominal Rp 1.000.000 (nilai penuh). Dari nilai nominal setiap saham yang ditempatkan, seluruhnya berjumlah Rp 8.500.000.000.000 (nilai penuh) telah disetor penuh pada Negara Republik Indonesia sebanyak 1 (satu) saham Seri A Dwiwarna sebesar Rp 1.000.000 (nilai penuh) dan PT Bahana Pembinaan Usaha Indonesia (Persero) sebanyak 8.499.999 saham Seri B sebesar Rp 8.499.999.000.000 (nilai penuh).

Based on the latest amendment to the Company's Articles of Association covered in the Notarial Deed No. 14 dated 9 April 2020 issued by Julius Purnawan, S.H., M.Si., Notary in Jakarta. On 31 March 2020, the General Meeting of Shareholders ("GMS") agreed the change in structure shareholders of the Company. In connection with the enactment of Government Regulation No. 20 in 2020 concerning the addition of the company's share capital participation, the Company approved the transfer of all Series B shares belonging to the Republic of Indonesia to PT Bahana Pembinaan Usaha Indonesia (Persero) to be used as additional capital participation of the Republic of Indonesia of 8,499,999 shares with nominal value of Rp 1,000,000 (full amount). Of the nominal value of each issued share, a total of Rp 8,500,000,000,000 (full amount) has been fully paid-up to the Republic of Indonesia as much as 1 (one) Serie A Dwiwarna share amounting to Rp 1,000,000 (full amount) and PT Bahana Pembinaan Usaha Indonesia (Persero) totaling 8,499,999 Series B shares. amounting to Rp 8,499,999,000,000 (full amount).

20. DIVIDEN / *20. DIVIDEND*

Rapat Umum Pemegang Saham Tahunan tanggal 2 Juli 2020, menyetujui pembagian dividen kas sebesar Rp 1.300.000 yang berasal dari hasil operasi tahun 2019. Dividen tersebut telah dibayar pada tanggal 18 Agustus 2020.

The Annual General Shareholders Meeting on 2 July 2020 approved the distribution of cash dividends amounting to Rp 1,300,000 from 2019's operating result. The dividend was paid on 18 August 2020.

Rapat Umum Pemegang Saham Tahunan No. RUPS/1/JR/2019 tanggal 29 Mei 2019, menyetujui pembagian dividen kas sebesar Rp 891.129 yang berasal dari hasil operasi tahun 2018. Dividen tersebut telah dibayar pada tanggal 21 Juni 2019.

The Annual General Shareholders Meeting No. RUPS/1/JR/2019 dated 29 May 2019, approved the distribution of cash dividends amounting to Rp 891,129 from 2018's operating result. The dividend was paid on 21 June 2019.

21. PREMI BRUTO / *21. GROSS PREMIUMS*

	2020	2019	
Perusahaan			***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	3,884,959	4,148,017	*Compulsory Contributions*
Iuran Wajib Pesawat Udara (IWPU)	171,795	362,958	*Aviation Compulsory Premiums*
Iuran Wajib Kendaraan Bermotor Umum (IWKBU)	80,839	103,923	*Public Motor Transport Compulsory Premiums*
Iuran Wajib Kapal Laut (IWKL)	51,611	84,440	*Marine Transport Compulsory Premiums*
Iuran Wajib Kereta Api (IWKA)	4,157	12,443	*Trains Compulsory Premiums*
	4,193,361	4,711,781	
Entitas anak			***Subsidiary***
Asuransi kredit	376,519	463,428	*Credit insurance*
Surety bond	159,807	195,511	*Surety bond*
Kendaraan bermotor	78,118	100,802	*Motor vehicles*
Lainnya	577,258	643,453	*Others*
	1,191,702	1,403,194	
	5,385,063	6,114,975	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

22. PREMI REASURANSI / *22. REINSURANCE PREMIUMS*

	2020	2019	
Perusahaan			***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	9,713	10,370	*Compulsory Contributions*
Iuran Wajib Pesawat Udara (IWPU)	19,908	49,338	*Aviation Compulsory Premiums*
Iuran Wajib Kendaraan Bermotor Umum (IWKBU)	1,213	1,559	*Public Motor Transport Compulsory Premiums*
Iuran Wajib Kapal Laut (IWKL)	3,353	5,489	*Marine Transport Compulsory*
Iuran Wajib Kereta Api (IWKA)	1,080	3,235	*Trains Compulsory Premiums*
	35,267	69,991	
Entitas anak			***Subsidiary***
Asuransi kredit	196,543	253,934	*Credit insurance*
Surety bond	51,499	79,081	*Surety bond*
Kendaraan bermotor	21,902	26,197	*Motor vehicles*
Lainnya	200,749	225,914	*Others*
	470,693	585,126	
	505,960	655,117	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

23. KENAIKAN CADANGAN ATAS PREMI YANG BELUM MERUPAKAN PENDAPATAN / *23. INCREASE IN UNEARNED PREMIUM RESERVES*

	2020			
	Kenaikan cadangan atas premi yang belum merupakan pendapatan - bruto/ *Increase in unearned premium reserves - gross*	**(Kenaikan)/ penurunan aset reasuransi/ *(Increase)/decrease in reinsurance assets***	**Kenaikan cadangan atas premi yang belum merupakan pendapatan - bersih/ *Increase in unearned premium reserves - net***	
Perusahaan				***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	45,352	(170)	45,182	*Compulsory Contributions*
Iuran Wajib Pesawat Udara (IWPU)	840	(106)	734	*Aviation Compulsory Premiums*
Iuran Wajib Kendaraan Bermotor Umum (IWKBU)	115	(2)	113	*Public Motor Transport Compulsory Premiums*
Iuran Wajib Kapal Laut (IWKL)	112	(7)	105	*Marine Transport Compulsory Premiums*
Iuran Wajib Kereta Api (IWKA)	31	(7)	24	*Trains Compulsory Premiums*
	46,450	(292)	46,158	
Entitas anak				***Subsidiary***
Surety bond	5,496	(2,304)	3,192	*Surety bond*
Kendaraan bermotor	(3,666)	688	(2,978)	*Motor vehicles*
Asuransi kredit	(185,518)	113,343	(72,175)	*Credit insurance*
Lainnya	18,617	(3,465)	15,152	*Others*
	(165,071)	108,262	(56,809)	
	(118,621)	107,970	(10,651)	

	2019			
	Kenaikan cadangan atas premi yang belum merupakan pendapatan - bruto/ *Increase in unearned premium reserves - gross*	**(Kenaikan)/ penurunan aset reasuransi/ *(Increase)/decrease in reinsurance assets***	**Kenaikan cadangan atas premi yang belum merupakan pendapatan - bersih/ *Increase in unearned premium reserves - net***	
Perusahaan				***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	2,256	(8)	2,248	*Compulsory Contributions*
Iuran Wajib Pesawat Udara (IWPU)	281	(35)	246	*Aviation Compulsory Premiums*
Iuran Wajib Kendaraan Bermotor Umum (IWKBU)	(76)	1	(75)	*Public Motor Transport Compulsory Premiums*
Iuran Wajib Kapal Laut (IWKL)	(29)	2	(27)	*Marine Transport Compulsory Premiums*
Iuran Wajib Kereta Api (IWKA)	24	(6)	18	*Trains Compulsory Premiums*
	2,456	(46)	2,410	
Entitas anak				***Subsidiary***
Surety bond	434	(2,843)	(2,409)	*Surety bond*
Kendaraan bermotor	(702)	(1,123)	(1,825)	*Motor vehicles*
Asuransi kredit	(258,504)	151,018	(107,486)	*Credit insurance*
Lainnya	(8,666)	4,898	(3,768)	*Others*
	(267,438)	151,950	(115,488)	
	(264,982)	151,904	(113,078)	

24. BEBAN AKUISISI DAN KOMISI / *24. ACQUISITION COSTS AND COMMISSION EXPENSES*

	2020	**2019**	
Kontribusi pemeliharaan	152,155	149,760	*Maintenance contribution*
Operasional pendukung	52,412	56,684	*Operational support*
Biaya operasional	38,439	55,377	*Operational expenses*
Penatausahaan tiket	37,771	75,180	*Ticketing management*
Forum pemantau pelaksana	12,496	19,504	*Monitoring forum*
Penggantian beban kegiatan	8,202	6,746	*Reimbursement activities*
Jasa keperantaraan	4,321	6,722	*Intermediaries service*
Beban komisi - bersih	69,211	67,924	*Commission expense - net*
Lainnya	53,010	61,959	*Others*
	428,017	499,856	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

25. PENDAPATAN INVESTASI / *25. INVESTMENT INCOME*

	2020	2019	
Pendapatan reksa dana	483,690	478,786	*Mutual funds income*
Bunga obligasi	264,587	295,634	*Interest from bonds*
Bunga deposito	176,256	199,466	*Interest from deposits*
Keuntungan dari perubahan nilai wajar efek-efek	10,957	36,916	*Gains from changes in fair value of marketable securities*
Lain-lain	40,685	26,848	*Others*
	976,175	1,037,650	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

26. PENDAPATAN LAIN-LAIN - BERSIH / *26. OTHER INCOME - NET*

	2020	2019	
Denda keterlambatan pelunasan SWDKLLJ	413,851	604,419	*Late payments penalty of SWDKLLJ*
Administrasi sertifikat/kartu dana	220,575	239,694	*Administration of certificates/ fund cards*
Laba penjualan aset tetap	10,053	10,207	*Gains from sale of assets*
Jasa giro	3,767	2,823	*Current accounts*
Bunga pinjaman pegawai	640	678	*Interest on employee loan*
Beban Program Kemitraan dan Bina Lingkungan (PKBL)	(27,402)	(33,370)	*Program Kemitraan and Bina Lingkungan (PKBL) expenses*
Beban kerugian penurunan nilai	(33,195)	(40,810)	*Expenses for impairment losses*
Beban pajak final	(122,136)	(133,316)	*Final tax expenses*
Lainnya	(28,273)	(37,654)	*Others*
	437,880	612,671	

27. KLAIM DAN MANFAAT / *27. CLAIMS AND BENEFITS*

	2020	2019	
Perusahaan			***The Company***
Kecelakaan lalu lintas jalan	2,280,101	2,614,862	*Road traffic accident*
Kecelakaan penumpang angkutan umum	31,487	51,201	*Public transport passenger accident*
Biaya penanganan klaim	66,500	121,782	*Claim handling expenses*
	2,378,088	2,787,845	
Entitas anak			***Subsidiary***
Asuransi kredit	251,516	193,517	*Credit insurance*
Surety bond	23,293	32,725	*Surety bond*
Kendaraan bermotor	39,660	42,198	*Motor vehicles*
Lainnya	162,311	121,869	*Others*
	476,780	390,309	
	2,854,868	3,178,154	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

28. KLAIM REASURANSI / *28. REINSURANCE CLAIMS*

	2020	2019	
Perusahaan			***The Company***
Kecelakaan penumpang angkutan umum	10,505	8,016	*Public transport passenger accident*
Entitas anak			***Subsidiary***
Asuransi kredit	139,607	101,961	*Credit insurance*
Surety bond	10,320	14,738	*Surety bond*
Kendaraan bermotor	13,675	11,981	*Motor vehicles*
Lainnya	75,433	40,622	*Others*
	239,035	169,302	
	249,540	177,318	

Lihat Catatan 31 untuk rincian saldo dan transaksi pihak-pihak berelasi.

Refer to Note 31 for details of related parties balances and transactions.

29. (PENURUNAN)/KENAIKAN ESTIMASI LIABILITAS KLAIM / *29. (DECREASE)/INCREASE IN ESTIMATED CLAIM LIABILITIES*

	2020			
	(Penurunan)/ kenaikan estimasi klaim retensi sendiri - bruto/ *(Decrease) /increase in estimated own retention - gross*	**Penurunan/(kenaikan) aset reasuransi/ *Decrease/(increase) in reinsurance assets***	**(Penurunan)/ kenaikan estimasi klaim retensi sendiri - bersih/ *(Decrease)/ increase in estimated own retention - net***	
Perusahaan				***The Company***
Kecelakaan penumpang angkutan umum	(2,473)	213	(2,260)	*Public transport passenger accident*
Kecelakaan lalu lintas jalan	(68,497)	338	(68,159)	*Road traffic accident*
	(70,970)	551	(70,419)	
Entitas anak				***Subsidiary***
Asuransi kredit	17,113	(13,537)	3,576	*Credit insurance*
Surety bond	59,339	(53,094)	6,245	*Surety bond*
Kendaraan bermotor	(2,214)	2,265	51	*Motor vehicles*
Lainnya	54,761	(54,562)	199	*Others*
	128,999	(118,928)	10,071	
	58,029	(118,377)	(60,348)	

	2019			
	Kenaikan/ (penurunan) estimasi klaim retensi sendiri - bruto/ *Increase/(decrease) in estimated own retention - gross*	**Kenaikan/(penurunan) aset reasuransi/ *Increase/(decrease) in reinsurance assets***	**Kenaikan/ (penurunan) estimasi klaim retensi sendiri - bersih/ *Increase/(decrease) in estimated own retention - net***	
Perusahaan				***The Company***
Kecelakaan penumpang angkutan umum	332	(8)	324	*Public transport passenger accident*
Kecelakaan lalu lintas jalan	31,307	(138)	31,169	*Road traffic accident*
	31,639	(146)	31,493	
Entitas anak				***Subsidiary***
Asuransi kredit	1,302	(7,004)	(5,702)	*Credit insurance*
Surety bond	218,763	(220,836)	(2,073)	*Surety bond*
Kendaraan bermotor	(242)	(857)	(1,099)	*Motor vehicles*
Lainnya	25,318	(25,709)	(391)	*Others*
	245,141	(254,406)	(9,265)	
	276,781	(254,552)	22,229	

30. BEBAN UMUM DAN ADMINISTRASI / *30. GENERAL AND ADMINISTRATIVE EXPENSES*

	2020	2019	
Beban pegawai	1,146,810	1,224,800	*Employee expenses*
Beban umum	160,240	230,091	*General expenses*
Beban depresiasi	150,542	114,284	*Depreciation expenses*
	1,457,592	1,569,175	

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI / *31. RELATED PARTIES BALANCES AND TRANSACTIONS*

a. Pemerintah Republik Indonesia / *a. The Government of the Republic of Indonesia*

Pemerintah Republik Indonesia merupakan pemegang saham utama Grup yang memiliki 1 (satu) saham seri A Dwiwarna sebesar Rp 1.000.000 (nilai penuh). Grup memiliki obligasi yang dikeluarkan oleh Pemerintah Republik Indonesia.

The Government of the Republic of Indonesia is Group's ultimate shareholde that owns 1 (one) series A Dwiwarna share amounting to Rp 1,000,000 (full amount). The Group owns bonds which issued by the Government of the Republic of Indonesia.

b. PT Bahana Pembinaan Usaha Indonesia (Persero) dan Anak Perusahaan / *b. PT Bahana Pembinaan Usaha Indonesia (Persero) and Subsidiaries*

Pemerintah Republik Indonesia merupakan pemegang saham PT Bahana Pembinaan Usaha Indonesia (Persero). PT Bahana Pembinaan Usaha Indonesia (Persero) memiliki saham Grup sebanyak 8.499.999 saham seri B dengan bernilai nominal Rp 8.499.999.000.000 (nilai penuh).

Government of the Republic of Indonesia is a shareholder of PT Bahana Pembinaan Usaha Indonesia (Persero). PT Bahana Pembinaan Usaha (Persero) owns the Group's shares totalling 8,499,999 series B shares with nominal value of Rp 8,499,999,000,000 (full amount).

PT Asuransi Jasa Indonesia, PT Asuransi Jasindo Syariah, PT Mitra Pola Sarana, PT Asuransi Kredit Indonesia, PT Reasuransi Nasional Indonesia, PT Jaminan Pembiayaan Askrindo Syariah, PT Askrindo Mitra Utama, PT Jaminan Kredit Indonesia, PT Penjaminan Jamkrindo Syariah, PT Bahana TCW Investment Management, PT Bahana Sekuritas, PT Bahana Mitra Investa, PT Bahana Kapital Investa, PT Bahana Artha Ventura, dan PT Grahaniaga Tatautama, adalah entitas-entitas yang dimiliki dan dikendalikan oleh PT Bahana Pembinaan Usaha Indonesia (Persero), serta memiliki transaksi signifikan dengan Grup.

PT Asuransi Jasa Indonesia, PT Asuransi Jasindo Syariah, PT Mitra Pola Sarana, PT Asuransi Kredit Indonesia, PT Reasuransi Nasional Indonesia, PT Jaminan Pembiayaan Askrindo Syariah, PT Askrindo Mitra Utama, PT Jaminan Kredit Indonesia, PT Penjaminan Jamkrindo Syariah, PT Bahana TCW Investment Management, PT Bahana Sekuritas, PT Bahana Mitra Investa, PT Bahana Kapital Investa, PT Bahana Artha Ventura, and PT Grahaniaga Tatautama, are entities owned and controlled by PT Bahana Pembinaan Usaha Indonesia (Persero), which have significant transactions with the Group.

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

c. Perusahaan Milik Negara dan Anak Perusahaan

Pemerintah Republik Indonesia merupakan pemegang saham Perusahaan Milik Negara. PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk dan unit syariahnya, PT Bank Syariah Mandiri, PT Bank BRIsyariah Tbk, PT Bank BNI Syariah, PT Jasa Marga (Persero) Tbk, PT Krakatau Steel (Persero) Tbk, PT Perusahaan Gas Negara (Persero) Tbk, PT Semen Indonesia (Persero) Tbk, PT Wijaya Karya (Persero) Tbk, PT Bukit Asam Tbk, PT Telekomunikasi Indonesia (Persero) Tbk, PT Garuda Indonesia (Persero) Tbk, PT GMF AeroAsia Tbk, PT Wijaya Karya Bangunan Gedung Tbk, PT Jasa Armada Indonesia Tbk, PT Aneka Tambang Tbk, PT Pegadaian (Persero), PT Perusahaan Listrik Negara (Persero), Indonesia Eximbank, PT Pelabuhan Indonesia IV (Persero), PT Kimia Farma Tbk, PT Merpati Nusantara Airlines (Persero), PT Citilink Indonesia, PT Pelayaran Nasional Indonesia (Persero), PT ASDP Indonesia Ferry (Persero), PT Pembangunan Perumahan (Persero) Tbk, PT Waskita Karya (Persero) Tbk, PT Istaka Karya (Persero), PT Wijaya Karya (Persero) Tbk, PT Hutama Karya (Persero), PT Nindya Karya (Persero), PT Adhi Karya (Persero) Tbk, PT Brantas Abipraya (Persero), PT Reasuransi Nasional Indonesia, PT Reasuransi Indonesia Utama, PT Tugu Reasuransi Indonesia, PT Asuransi Asei Indonesia, PT Tugu Kresna Pratama, PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Bank Mandiri Taspen, Perum DAMRI, PT Asuransi Bangun Askrida, PT Tugu Pratama Indonesia, PT Asuransi Perisai Listrik Nasional, PT Asuransi Bringin Sejahtera Artamakmur, PT Aru Raharja, PT Boma Bisma Indra (Persero), PT Taspen (Persero), PT Asuransi Bhakti Bhayangkara, dan Dana Pensiun Jasa Raharja adalah entitas-entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia, serta memiliki transaksi signifikan dengan Grup. Grup memiliki penempatan rekening giro, investasi, piutang premi, piutang reasuransi, aset lain-lain, utang klaim, utang reasuransi, akrual dan utang lain-lain, premi reasuransi, beban akuisisi, klaim reasuransi, komisi reasuransi dan klaim bruto.

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

c. State Owned Enterprises and Subsidiaries

The Government of the Republic of Indonesia is a shareholder of State Owned Enterprises. PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk and its sharia unit, PT Bank Syariah Mandiri, PT Bank BRIsyariah Tbk, PT Bank BNI Syariah, PT Jasa Marga (Persero) Tbk, PT Krakatau Steel (Persero) Tbk, PT Perusahaan Gas Negara (Persero) Tbk, PT Semen Indonesia (Persero) Tbk, PT Wijaya Karya (Persero) Tbk, PT Bukit Asam Tbk, PT Telekomunikasi Indonesia (Persero) Tbk, PT Garuda Indonesia (Persero) Tbk, PT GMF AeroAsia Tbk, PT Wijaya Karya Bangunan Gedung Tbk, PT Jasa Armada Indonesia Tbk, PT Aneka Tambang Tbk, PT Pegadaian (Persero), PT Perusahaan Listrik Negara (Persero), Indonesia Eximbank, PT Pelabuhan Indonesia IV (Persero), PT Kimia Farma Tbk, PT Merpati Nusantara Airlines (Persero), PT Citilink Indonesia, PT Pelayaran Nasional Indonesia (Persero), PT ASDP Indonesia Ferry (Persero), PT Pembangunan Perumahan (Persero) Tbk, PT Waskita Karya (Persero) Tbk, PT Istaka Karya (Persero), PT Wijaya Karya (Persero) Tbk, PT Hutama Karya (Persero), PT Nindya Karya (Persero), PT Adhi Karya (Persero) Tbk, PT Brantas Abipraya (Persero), PT Reasuransi Nasional Indonesia, PT Reasuransi Indonesia Utama, PT Tugu Reasuransi Indonesia, PT Asuransi Asei Indonesia, PT Tugu Kresna Pratama, PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Bank Mandiri Taspen, Perum DAMRI, PT Asuransi Bangun Askrida, PT Tugu Pratama Indonesia, PT Asuransi Perisai Listrik Nasional, PT Asuransi Bringin Sejahtera Artamakmur, PT Aru Raharja, PT Boma Bisma Indra (Persero), PT Taspen (Persero), PT Asuransi Bhakti Bhayangkara, dan Dana Pensiun Jasa Raharja are entities owned and controlled by the Government of the Republic of Indonesia, which have significant transactions with the Group. The Group has placement in current account, investments, premium receivables, due from reinsurers, other assets, claim payables, due to reinsurers, accrued expenses and other payables, reinsurance premiums, commissions, acquisition costs, reinsurance claims, reinsurance commissions and gross claims.

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

d. Manajemen kunci

Manajemen kunci adalah Dewan Komisaris dan Direksi.

e. Badan Usaha Milik Daerah

Pemerintah daerah sebagai bagian dari Pemerintah Republik Indonesia yang merupakan pemegang saham Grup.

Grup memiliki penempatan di berbagai Bank Pembangunan Daerah Indonesia untuk penempatan rekening giro, piutang hasil investasi, utang klaim dan klaim bruto.

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk, PT Bank Pembangunan Daerah DKI, PT Bank Pembangunan Daerah DIY, PT Bank Pembangunan Daerah Jawa Tengah, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Jambi, PT Bank Aceh Syariah, PT Bank Pembangunan Daerah Sumatera Utara, PT Bank Pembangunan Daerah Sumatera Barat, PT Bank Pembangunan Daerah Riau Kepri, PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung, PT Bank Pembangunan Daerah Lampung, PT Bank Pembangunan Daerah Kalimantan Selatan, PT Bank Pembangunan Daerah Kalimantan Barat, PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara, PT Bank Pembangunan Daerah Kalimantan Tengah, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo, PT Bank NTB Syariah, PT Bank Pembangunan Daerah Bali, PT Bank Pembangunan Daerah Nusa Tenggara Timur, PT Bank Pembangunan Daerah Maluku dan Maluku Utara, PT Bank Pembangunan Daerah Papua, PT Bank Pembangunan Daerah Bengkulu, PT Bank Pembangunan Daerah Sulawesi Tengah, PT Bank Pembangunan Daerah Sulawesi Tenggara, dan PT Bank Pembangunan Daerah Banten Tbk adalah entitas-entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia serta memiliki transaksi signifikan dengan Grup.

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

d. Key management

Key management are Board of Commissioners and Directors.

e. Regional owned enterprises

Regional governments as part of the Government of the Republic of Indonesia which owned the Group.

The Group has several placements with various Regional Development Banks for current account placements, current placement, investment income receivables, claim payables, and gross claims.

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk, PT Bank Pembangunan Daerah DKI, PT Bank Pembangunan Daerah DIY, PT Bank Pembangunan Daerah Jawa Tengah, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Jambi, PT Bank Aceh Syariah, PT Bank Pembangunan Daerah Sumatera Utara, PT Bank Pembangunan Daerah Sumatera Barat, PT Bank Pembangunan Daerah Riau Kepri, PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung, PT Bank Pembangunan Daerah Lampung, PT Bank Pembangunan Daerah Kalimantan Selatan, PT Bank Pembangunan Daerah Kalimantan Barat, PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara, PT Bank Pembangunan Daerah Kalimantan Tengah, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Sulawesi Utara dan Gorontalo, PT Bank NTB Syariah, PT Bank Pembangunan Daerah Bali, PT Bank Pembangunan Daerah Nusa Tenggara Timur, PT Bank Pembangunan Daerah Maluku dan Maluku Utara, PT Bank Pembangunan Daerah Papua, PT Bank Pembangunan Daerah Bengkulu, PT Bank Pembangunan Daerah Sulawesi Tengah, PT Bank Pembangunan Daerah Sulawesi Tenggara, and PT Bank Pembangunan Daerah Banten Tbk are entitites owned and controlled by the Government of the Republic of Indonesia, which have significant transactions with the Group.

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

Saldo dan transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

Significant balances and transactions with related parties are as follows:

	2020	2019	
Aset:			***Assets:***
Kas dan kas pada bank			***Cash and cash in banks***
PT Bank Rakyat Indonesia (Persero) Tbk	104,358	67,232	*PT Bank Rakyat Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	59,678	53,394	*Various Local Development Banks*
PT Bank Tabungan Negara (Persero) Tbk	44,759	1,567	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	31,088	45,523	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	21,502	10,831	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Mandiri	5,818	23,211	*PT Bank Syariah Mandiri*
PT Bank BRIsyariah Tbk	2,774	3,566	*PT Bank BRIsyariah Tbk*
PT Bank BNI Syariah	706	1,224	*PT Bank BNI Syariah*
PT Bank Tabungan Negara (Persero) Tbk, Unit Syariah	396	504	*PT Bank Tabungan Negara (Persero) Tbk, Sharia Unit*
	271,079	207,052	
Deposito wajib dan berjangka			***Statutory and time deposits***
PT Bank Tabungan Negara (Persero) Tbk	1,583,370	750,470	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	666,414	922,764	*PT Bank Rakyat Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	220,322	296,456	*Various Local Development Banks*
PT Bank Negara Indonesia (Persero) Tbk	19,250	335,500	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk, Unit Syariah	14,000	15,000	*PT Bank Tabungan Negara (Persero) Tbk, Sharia Unit*
PT BRIsyariah Tbk	10,000	12,250	*PT BRIsyariah Tbk*
PT Bank Mandiri (Persero) Tbk	7,866	214,310	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Mandiri	7,000	7,000	*PT Bank Syariah Mandiri*
PT Bank BNI Syariah	6,250	6,250	*PT Bank BNI Syariah*
PT Bank Mandiri Taspen	-	900	*PT Bank Mandiri Taspen*
	2,534,472	2,560,900	
Saham			***Shares***
Perusahaan milik negara dan anak perusahaan	918,761	908,638	*State owned enterprises and subsidiaries*
Obligasi			***Bonds***
Obligasi korporasi	2,844,378	4,052,347	*Corporate bonds*
Obligasi pemerintah	1,444,597	1,379,806	*Government bonds*
Sukuk	428,956	314,064	*Sukuk*
	4,717,931	5,746,217	
Medium Term Notes			***Medium Term Notes***
Korporasi	345,518	275,194	*Corporate*
Efek beragun aset			***Asset backed securities***
Perusahaan milik negara dan anak perusahaan	18,000	25,044	*State owned enterprises and subsidiaries*
Dana investasi infrastruktur			***Infrastructure investment fund***
Perusahaan milik negara dan anak perusahaan	45,045	50,000	*State owned enterprises and subsidiaries*
Piutang premi			***Premium receivables***
Perusahaan milik negara dan anak perusahaan	154,622	164,469	*State owned enterprises and subsidiaries*

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

Saldo dan transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Significant balances and transactions with related parties are as follows: (continued)

	2020	2019	
Aset: (lanjutan)			***Assets:** (continued)*
Piutang reasuransi			***Due from reinsurers***
PT Reasuransi Nasional Indonesia	55,049	45,527	*PT Reasuransi Nasional Indonesia*
PT Reasuransi Indonesia Utama	17,345	14,184	*PT Reasuransi Indonesia Utama*
PT Asuransi Asei Indonesia	4,997	5,285	*PT Asuransi Asei Indonesia*
PT Tugu Reasuransi Indonesia	4,288	8,523	*PT Tugu Reasuransi Indonesia*
PT Asuransi Perisai Listrik Nasional	1,912	-	*PT Asuransi Perisai Listrik Nasional*
PT Asuransi Kredit Indonesia	1,072	1,590	*PT Asuransi Kredit Indonesia*
PT Asuransi Bangun Askrida	796	893	*PT Asuransi Bangun Askrida*
PT Asuransi Jasa Indonesia	616	378	*PT Asuransi Jasa Indonesia*
PT Tugu Pratama Indonesia	323	194	*PT Tugu Pratama Indonesia*
PT Asuransi Bringin Sejahtera Artamakmur	14	-	*PT Asuransi Bringin Sejahtera Artamakmur*
PT Tugu Kresna Pratama	-	2,036	*PT Tugu Kresna Pratama*
	86,412	78,610	
Piutang hasil investasi			***Investment income receivables***
Deposito wajib dan berjangka			***Statutory and time deposits***
PT Bank Tabungan Negara (Persero) Tbk	1,935	1,755	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	762	1,361	*PT Bank Rakyat Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	313	-	*Various Local Development Banks*
PT Bank Negara Indonesia (Persero) Tbk	31	422	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	5	373	*PT Bank Mandiri (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk, Unit Syariah	-	48	*PT Bank Tabungan Negara (Persero) Tbk, Sharia Unit*
PT Bank BRIsyariah Tbk	-	22	*PT Bank BRIsyariah Tbk*
PT Bank BNI Syariah	-	10	*PT Bank BNI Syariah*
PT Bank Syariah Mandiri	-	4	*PT Bank Syariah Mandiri*
	3,046	3,995	
Saham			***Shares***
Perusahaan milik negara dan anak perusahaan	-	1,290	*State owned enterprises and subsidiaries*
Obligasi			***Bonds***
Obligasi pemerintah	28,257	28,946	*Government bonds*
Obligasi korporasi	16,873	13,595	*Corporate bonds*
Sukuk	2,927	1,507	*Sukuk*
	48,057	44,048	
Piutang lainnya			***Other receivable***
PT Aru Raharja	2,036	2,036	*PT Aru Raharja*
	9,144,979	10,067,493	
Persentase terhadap jumlah aset	52.83%	59.48%	*Percentage of total assets*

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

31. RELATED PARTIES BALANCES AND TRANSACTIONS *(continued)*

Saldo dan transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Significant balances and transactions with related parties are as follows: (continued)

	2020	2019	
Liabilitas:			***Liabilities:***
Utang klaim			***Claim payables***
Berbagai Bank Pembangunan Daerah	1,770	-	*Various Local Development Banks*
PT Pegadaian (Persero)	803	837	*PT Pegadaian (Persero)*
PT ASDP Indonesia Ferry (Persero)	353	13	*PT ASDP Indonesia Ferry (Persero)*
PT Bank Mandiri (Persero) Tbk	147	-	*PT Bank Mandiri (Persero) Tbk*
PT Asuransi Jasa Indonesia	-	2,723	*PT Asuransi Jasa Indonesia*
Lainnya	8	4,128	*Others*
	3,081	7,701	
Akrual dan utang lain-lain			***Accrued expenses and other payables***
PT Garuda Indonesia (Persero) Tbk	3,705	2,652	*PT Garuda Indonesia (Persero) Tbk*
PT Citilink Indonesia	2,492	908	*PT Citilink Indonesia*
PT Merpati Nusantara Airlines	2,403	2,403	*PT Merpati Nusantara Airlines*
Dana Pensiun Jasa Raharja	7	418	*Dana Pensiun Jasa Raharja*
	8,607	6,381	
Utang reasuransi			***Due to reinsurers***
PT Reasuransi Nasional Indonesia	34,444	59,327	*PT Reasuransi Nasional Indonesia*
PT Reasuransi Indonesia Utama	15,493	22,397	*PT Reasuransi Indonesia Utama*
PT Asuransi Jasa Indonesia	14,462	23,861	*PT Asuransi Jasa Indonesia*
PT Tugu Reasuransi Indonesia	3,653	4,016	*PT Tugu Reasuransi Indonesia*
PT Asuransi Perisai Listrik Nasional	970	-	*PT Asuransi Perisai Listrik Nasional*
PT Asuransi Kredit Indonesia	893	1,893	*PT Asuransi Kredit Indonesia*
PT Asuransi Bangun Askrida	774	651	*PT Asuransi Bangun Askrida*
PT Asuransi Asei Indonesia	544	644	*PT Asuransi Asei Indonesia*
PT Tugu Pratama Indonesia	452	712	*PT Tugu Pratama Indonesia*
PT Tugu Kresna Pratama	-	862	*PT Tugu Kresna Pratama*
	71,685	114,363	
	83,373	128,445	
Persentase terhadap jumlah liabilitas	1.45%	2,33%	*Percentage of total liabilities*
Pendapatan:			***Revenues:***
Premi bruto			***Gross premiums***
Perusahaan milik negara dan anak perusahaan	529,122	369,928	*State owned enterprises and subsidiaries*
Pendapatan investasi			***Investment income***
Deposito wajib dan berjangka			***Statutory and time deposits***
PT Bank Tabungan Negara (Persero) Tbk	59,602	59,466	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	45,451	44,443	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	14,362	20,658	*PT Bank Negara Indonesia (Persero) Tbk*
Berbagai Bank Pembangunan Daerah	13,726	14,908	*Various Local Development Banks*

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

31. RELATED PARTIES BALANCES AND TRANSACTIONS *(continued)*

Saldo dan transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Significant balances and transactions with related parties are as follows: (continued)

	2020	2019	
Pendapatan: (lanjutan)			***Revenues:*** *(continued)*
Pendapatan investasi (lanjutan)			***Investment income*** *(continued)*
Deposito wajib dan berjangka (lanjutan)			***Statutory and time deposits*** *(continued)*
PT Bank Mandiri (Persero) Tbk	1,203	12,975	*PT Bank Mandiri (Persero) Tbk*
PT Bank BRIsyariah Tbk	473	346	*PT Bank BRIsyariah Tbk*
PT Bank Syariah Mandiri	227	234	*PT Bank Syariah Mandiri*
PT Bank Tabungan Negara (Persero) Tbk, unit syariah	167	531	*PT Bank Tabungan Negara (Persero) Tbk, sharia unit*
PT Bank BNI Syariah	138	152	*PT Bank BNI Syariah*
PT Bank Mandiri Taspen	3	43	*PT Bank Mandiri Taspen*
	135,352	153,756	
Saham			***Shares***
Perusahaan milik negara dan anak perusahaan	2,141	46,531	*State owned enterprises and subsidiaries*
Obligasi			***Bonds***
Obligasi korporasi	99,691	136,296	*Corporate bonds*
Obligasi pemerintah	99,176	99,089	*Government bonds*
Sukuk	14,041	11,993	*Sukuk*
	212,908	247,378	
Klaim reasuransi			***Reinsurance claims***
PT Reasuransi Nasional Indonesia	168,964	123,040	*PT Reasuransi Nasional Indonesia*
PT Reasuransi Indonesia Utama	39,430	31,518	*PT Reasuransi Indonesia Utama*
PT Tugu Reasuransi Indonesia	18,512	11,957	*PT Tugu Reasuransi Indonesia*
PT Asuransi Kredit Indonesia	1,732	975	*PT Asuransi Kredit Indonesia*
PT Asuransi Bangun Askrida	1,143	1,220	*PT Asuransi Bangun Askrida*
PT Tugu Pratama Indonesia	1,093	421	*PT Tugu Pratama Indonesia*
PT Asuransi Jasa Indonesia	701	378	*PT Asuransi Jasa Indonesia*
PT Tugu Kresna Pratama		386	*PT Tugu Kresna Pratama*
PT Asuransi Asei Indonesia	571	382	*PT Asuransi Asei Indonesia*
PT Asuransi Perisai Listrik Nasional	497	-	*PT Asuransi Perisai Listrik Nasional*
PT Asuransi Bhakti Bhayangkara	487	-	*PT Asuransi Bhakti Bhayangkara*
Lain-lain	156	-	*Others*
	233,286	170,277	
Komisi reasuransi			***Reinsurance commission***
PT Reasuransi Nasional Indonesia	101,752	120,980	*PT Reasuransi Nasional Indonesia*
PT Reasuransi Indonesia Utama	35,437	52,943	*PT Reasuransi Indonesia Utama*
PT Tugu Reasuransi Indonesia	8,200	7,665	*PT Tugu Reasuransi Indonesia*
PT Asuransi Kredit Indonesia	2,818	4,621	*PT Asuransi Kredit Indonesia*
PT Tugu Pratama Indonesia	873	1,001	*PT Tugu Pratama Indonesia*
PT Asuransi Tugu Kresna Utama		738	*PT Asuransi Tugu Kresna Utama*
PT Asuransi Bangun Askrida	488	565	*PT Asuransi Bangun Askrida*
PT Asuransi Asei Indonesia	415	475	*PT Asuransi Asei Indonesia*
PT Asuransi Jasa Indonesia	71	547	*PT Asuransi Jasa Indonesia*
Lain-lain	1,044	-	*Others*
	151,098	189,535	
	1,263,907	1,177,405	
Persentase terhadap jumlah pendapatan	20.12%	16.83%	*Percentage of total revenues*

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

Saldo dan transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Significant balances and transactions with related parties are as follows: (continued)

	2020	2019	
Beban:			***Expenses:***
Klaim bruto			***Gross claims***
Berbagai Bank Pembangunan Daerah	142,550	-	*Various Local Development Banks*
PT Pegadaian (Persero)	20,445	32,010	*PT Pegadaian (Persero)*
PT ASDP Indonesia Ferry (Persero)	20,553	9,554	*PT ASDP Indonesia Ferry (Persero)*
PT Reasuransi Nasional Indonesia	9,105	-	*PT Reasuransi Nasional Indonesia*
PT Bank Tabungan Negara (Persero) Tbk	7,164	6,963	*PT Bank Tabungan Negara (Persero) Tbk*
PT Asuransi Kredit Indonesia	5,924	723	*PT Asuransi Kredit Indonesia*
PT Asuransi Jasa Indonesia (Persero)	2,328	4,054	*PT Asuransi Jasa Indonesia (Persero)*
PT Pelayaran Nasional Indonesia (Persero)	1,488	1,330	*PT Pelayaran Nasional Indonesia (Persero)*
Perum DAMRI	1,228	1,019	*Perum DAMRI*
PT Adhi Karya Tbk	684	857	*PT Adhi Karya Tbk*
Lain-lain	6,652	901	*Others*
	218,121	57,411	
Beban akuisisi dan komisi			***Acquisition costs and commission expenses***
PT ASDP Indonesia Ferry (Persero)	18,275	26,164	*PT ASDP Indonesia Ferry (Persero)*
PT Taspen (Persero)	11,202	14	*PT Taspen (Persero)*
PT Pegadaian (Persero)	6,783	1,113	*PT Pegadaian (Persero)*
PT Garuda Indonesia (Persero) Tbk	3,705	13,596	*PT Garuda Indonesia (Persero) Tbk*
PT Citilink Indonesia	2,492	10,761	*PT Citilink Indonesia*
PT Bank Mandiri (Persero) Tbk	2,200	24	*PT Bank Mandiri (Persero) Tbk*
PT Pelayaran Nasional Indonesia (Persero)	438	1,964	*PT Pelayaran Nasional Indonesia (Persero)*
PT Asuransi Kredit Indonesia	-	1,373	*PT Asuransi Kredit Indonesia*
PT Reasuransi Nasional Indonesia	-	1,793	*PT Reasuransi Nasional Indonesia*
Lain-lain	1,047	5,706	*Others*
	46,142	62,508	
Premi reasuransi			***Reinsurance premiums***
PT Reasuransi Nasional Indonesia	303,379	371,327	*PT Reasuransi Nasional Indonesia*
PT Reasuransi Indonesia Utama	106,608	156,686	*PT Reasuransi Indonesia Utama*
PT Tugu Reasuransi Indonesia	27,737	29,007	*PT Tugu Reasuransi Indonesia*
PT Asuransi Kredit Indonesia	8,782	14,101	*PT Asuransi Kredit Indonesia*
PT Asuransi Jasa Indonesia	5,510	21,040	*PT Asuransi Jasa Indonesia*
PT Tugu Pratama Indonesia	2,789	3,122	*PT Tugu Pratama Indonesia*
PT Asuransi Bangun Askrida	1,572	1,768	*PT Asuransi Bangun Askrida*
PT Asuransi Bhakti Bhayangkara	1,471	1,516	*PT Asuransi Bhakti Bhayangkara*
PT Asuransi Asei Indonesia	1,332	1,485	*PT Asuransi Asei Indonesia*
Lain-lain	2,023	-	*Others*
	461,203	600,052	
	725,466	719,971	
Persentase terhadap jumlah beban	16.37%	14.14%	*Percentage of total expenses*

31. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Jumlah kompensasi yang dibayar atau dicadangkan untuk Komisaris dan Direksi Grup adalah masing-masing sebesar Rp 58.553 dan Rp 56.701 untuk tahun yang berakhir 31 Desember 2020 dan 2019. Iuran asuransi purna jabatan untuk Direksi dan Komisaris Perusahaan untuk tahun yang berakhir 31 Desember 2020 dan 2019 masing-masing berjumlah Rp 3.846 dan Rp 4.805.

***31. RELATED PARTIES BALANCES AND TRANSACTIONS** (continued)*

Compensation amounts paid or accrued for the Group's Commissioners and Directors are Rp 58,553 *and Rp 56,701 for the year end at 31 December 2020 and 2019 respectively. The contribution amount from full-time insurance for Company Directors and Commissioners for the year end at 31 December 2020 and 2019 are respectively Rp 3,846 and Rp 4,805.*

32. TRANSAKSI SEBAGAI PENYEWA

Grup telah menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan bangunan kantor dan kendaraan. Masa sewa mulai dari dua sampai dengan tiga tahun untuk bangunan kantor dan empat tahun untuk kendaraan.

32. LEASE TRANSACTIONS AS A LESSEE

The Group has entered into several lease agreements which are mainly related to office buildings and vehicles. The lease period starts from two to three years for office buildings and four years for the vehicles.

Laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2020 telah menyajikan saldo-saldo berikut yang berkaitan dengan sewa:

The consolidated statement of financial position as at 31 December 2020 has presented the following amounts related to leases:

	2020	
Aset tetap		*Fixed assets*
Aset hak-guna - nilai bersih		*Right-of-use assets - net*
- Kendaraan	19,778	*Vehicles -*
- Peralatan Kantor	2,946	*Office equipment -*
- Bangunan	17,778	*Building -*
	40,502	
Akrual		*Accrual*
Liabilitas sewa	42,208	*Lease liabilities*

Penambahan aset hak-guna untuk periode yang berakhir pada tanggal 31 Desember 2020 adalah sebesar Rp 68.294.

Additions to the right-of-use assets for the period ended 31 December 2020 are amounting to Rp 68,294.

Laporan laba rugi konsolidasian menyajikan saldo berikut berkaitan dengan sewa:

The consolidated statement of profit or loss shows the following amounts related to leases:

	2020	
Beban umum dan administratif		*General and administrative expenses*
Depresiasi aset hak-guna		*Depreciation of right-of-use assets*
- Kendaraan	17,474	*Vehicles -*
- Peralatan Kantor	3,729	*Office equipment -*
- Bangunan	6,589	*Building -*
	27,792	
Beban bunga sewa	4,228	*Lease interest expense*
	32,020	

Pada tanggal 31 Desember 2020, jumlah pengeluaran kas untuk sewa untuk adalah sebesar Rp 26.057.

As at 31 December 2020 total cash outflow for leases amounting Rp 26,057.

33. MANAJEMEN RISIKO KEUANGAN

Aktivitas usaha Grup mengandung berbagai macam risiko keuangan, seperti risiko pasar (termasuk risiko nilai tukar mata uang asing dan risiko tingkat suku bunga), risiko kredit, dan risiko likuiditas. Fungsi utama dari manajemen risiko Grup adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko tersebut, mengelola posisi risiko, dan menentukan alokasi modal. Direksi secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar dan praktik pasar terbaik.

Tujuan Grup adalah untuk mencapai keseimbangan yang sesuai antara risiko, tingkat pengembalian dan meminimalisasi potensi efek memburuknya kinerja keuangan Grup. Grup mendefinisikan risiko sebagai kemungkinan kerugian atau laba yang hilang yang disebabkan oleh faktor internal dan eksternal.

Pada periode laporan keuangan ini, pandemi penyakit virus corona ("COVID-19") muncul dan menyebabkan volatilitas dan ketidakpastian pasar keuangan yang signifikan. Pandemi virus corona juga memicu perlambatan ekonomi global dan dapat mengakibatkan peningkatan risiko atas pembayaran yang tertunda atau kredit macet dari pelanggan dan peningkatan kerugian kredit.

Seiring dengan merebaknya pandemi virus corona, Grup semakin menyadari urgensi untuk fokus implementasi dari langkah-langkah strategis dalam menanggulangi dampak pandemi yang terjadi.

Manajemen risiko dilaksanakan dengan kebijakan-kebijakan yang disetujui oleh Direksi. Direksi memberikan kebijakan tertulis atas manajemen risiko secara keseluruhan, termasuk kebijakan tertulis yang mencakup area khusus, seperti risiko nilai tukar, risiko suku bunga, risiko kredit dan pemanfaatan instrumen keuangan. Risiko yang berasal dari instrumen keuangan yang dihadapi oleh Grup mengandung risiko keuangan, termasuk juga risiko pasar, risiko kredit dan risiko likuiditas.

a. Risiko pasar

Grup menyadari eksposur terhadap risiko pasar, yaitu risiko dimana nilai wajar atas arus kas masa depan atas suatu instrumen keuangan berfluktuasi karena perubahan pada harga pasar. Risiko pasar berasal dari posisi terbuka yang terkait dengan suku bunga, mata uang dan ekuitas, yang seluruhnya dipengaruhi oleh pergerakan pasar baik secara spesifik maupun umum dan perubahan volatilitas tingkat suku bunga pasar atau harga seperti suku bunga, nilai tukar dan produk ekuitas.

33. FINANCIAL RISK MANAGEMENT

The Group's business activities expose it to a variety of financial risks such as market risks (include foreign exchange and interest rate risks), credit risk, and liquidity risk. The core functions of the Group's risk management are to identify all key risks for the Group, measure these risks, manage the risk positions, and determine capital allocations. The Directors regularly review its risk management policies and systems to reflect changes in market, and best market practice.

The Group's aim is to achieve an appropriate balance between risk, return, and minimise potential adverse effects on the Group's financial performance. The Group defines risk as the possibility of losses or profits foregone, which may be caused by internal or external factors.

During the period of this financial statements, the coronavirus disease ("COVID-19") pandemic is emerging and inflicts to the significant financial market volatility and uncertainty. The pandemic also triggers the global economic slowdown and may result in an increase in risk on delayed or delinquent payments from customers and an increase in credit losses.

Along with the outbreak of the coronavirus disease pandemic, the Group is increasingly aware of the urgency to focus on implementing strategic steps in dealing with the impact of the pandemic that has occurred.

Risk management is carried out under policies approved by Directors. The Directors provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and the use of financial instrument. The risk arising from financial instruments faced by the Group involve financial risks, which includes market risk, credit risk and liquidity risk.

a. Market risk

The Group is aware about exposure to market risks which is the risks that the fair value of future cash flows of financial instruments will fluctuate because of changes in market prices. Market risks arise from open positions in interest rate, currency and equity, all of which are exposed to the general and specific market movements and changes in the level of volatility or market rates or prices such as interest rates, foreign exchange rates and equity products.

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Risiko pasar (lanjutan)

(i) Risiko nilai tukar mata uang asing

Grup menghadapi risiko nilai tukar mata uang asing yang terjadi akibat fluktuasi nilai tukar mata uang pada posisi keuangan dan arus kas. Direksi menetapkan batas tingkat eksposur berdasarkan mata uang yang dimonitor secara berkala.

Tabel di bawah ini mengikhtisarkan aset keuangan dan liabilitas keuangan Grup terhadap risiko nilai tukar mata uang asing (dinyatakan dalam nilai penuh, kecuali jumlah setara Rupiah).

***33. FINANCIAL RISK MANAGEMENT** (continued)*

a. Market risk (continued)

(i) Foreign exchange risk

The Group takes on exposure to the effects of fluctuations in the prevailing foreign exchange rates on its financial position and cash flows. The Directors set limits on the level of exposure by currency, which are monitored periodically.

The table below summarises the Group's financial assets and liabilities exposure to foreign exchange risk (expressed in full amount, except Rupiah equivalent).

	31 Desember/*December* 2020		
	USD/ *USD*	**Lainnya/ *Others*)***	
Aset			***Assets***
Kas dan kas pada bank	1,368,532	1,542	*Cash and cash in banks*
Deposito wajib dan berjangka	150,000	-	*Statutory and time deposits*
Piutang hasil investasi	607	-	*Investment income receivables*
Piutang premi - bersih	3,236,398	33,549	*Premium receivables - net*
Piutang reasuransi - bersih	945,282	33,799	*Due from reinsurers - net*
	5,700,819	68,890	
Liabilitas			***Liabilities***
Utang klaim	4	50,542	*Claim payables*
Utang reasuransi	1,423,258	14,800	*Due to reinsurers*
Akrual dan utang lain-lain	373,054	6,162	*Accrued expenses and other payables*
	1,796,316	71,504	
Aset bersih	3,904,503	(2,614)	*Net assets*

	31 Desember/*December* 2019		
	USD/ *USD*	**Lainnya/ *Others*)***	
Aset			***Assets***
Kas dan kas pada bank	2,213,166	1,002	*Cash and cash in banks*
Deposito wajib dan berjangka	150,000	-	*Statutory and time deposits*
Piutang hasil investasi	144	-	*Investment income receivables*
Piutang premi - bersih	3,393,558	12,032	*Premium receivables - net*
Piutang reasuransi - bersih	423,600	9,192	*Due from reinsurers - net*
	6,180,468	22,226	
Liabilitas			***Liabilities***
Utang klaim	3,203	-	*Claim payables*
Utang reasuransi	1,983,998	15,387	*Due to reinsurers*
Akrual dan utang lain-lain	471,589	2,166	*Accrued expenses and other payables*
	2,458,790	17,553	
Aset bersih	3,721,678	4,673	*Net assets*

*) Aset dan liabilitas mata uang asing lainnya disajikan dalam jumlah yang setara dengan Dolar AS dengan menggunakan kurs pada tanggal laporan posisi keuangan konsolidasian.

**) Assets and liabilities in other foreign currencies are presented as USD equivalents using the exchange rate prevailing at consolidated statement of financial position.*

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Risiko pasar (lanjutan)

(i) Risiko nilai tukar mata uang asing

Sensitivitas Grup terhadap mata uang asing diperhitungkan dengan menggunakan informasi Posisi Devisa Neto yang ditranslasikan ke dalam mata uang asing Dolar AS. Tabel di bawah ini mengikhtisarkan sensitivitas laba sebelum pajak Grup atas perubahan nilai tukar mata uang asing pada tanggal 31 Desember 2020 dan 2019.

***33. FINANCIAL RISK MANAGEMENT** (continued)*

a. Market risk (continued)

(i) Foreign exchange risk

The Group's sensitivity on foreign currencies is determined using the Net Open Position information that translated into USD. The table below shows the sensitivity of the Group's income before tax to movement of foreign exchange rates on 31 December 2020 and 2019.

	Pengaruh pada laba rugi/ *Impact on profit or loss*		
	Peningkatan/ *Increase by 5%*	**Penurunan/ *Decrease by 5%***	
31 Desember 2020	2,752	(2,752)	*31 December 2020*
31 Desember 2019	2,590	(2,590)	*31 December 2019*

Proyeksi di atas mengasumsikan bahwa seluruh variabel lainnya adalah konstan dan berdasarkan tanggal pelaporan yang konstan.

The projection assumes that all other variables are held constant and based on a constant reporting date position.

(ii) Risiko suku bunga

Risiko suku bunga arus kas adalah risiko di mana arus kas masa depan dari suatu instrumen keuangan berfluktuasi karena perubahan suku bunga pasar. Risiko nilai suku bunga wajar adalah risiko di mana nilai dari suatu instrumen keuangan berfluktuasi karena perubahan suku bunga pasar. Grup menghadapi dampak dari fluktuasi suku bunga pasar yang berlaku baik atas risiko nilai wajar maupun arus kas. Marjin suku bunga bisa meningkat sebagai hasil dari perubahan tersebut, namun juga dapat mengurangi kerugian ketika terdapat pergerakan yang tidak diharapkan. Direksi menetapkan batas atas tingkat ketidaksesuaian dari suku bunga *repricing* dan *value at risk* yang bisa dilakukan yang dimonitor secara harian oleh Divisi Investasi.

Pada tanggal 31 Desember 2020 dan 2019, Grup tidak memiliki risiko tingkat suku bunga yang signifikan. Sebagian besar aset keuangan dan liabilitas keuangan Grup tidak dikenakan bunga atau berbunga tetap, sehingga tidak memiliki eksposur yang signifikan terhadap fluktuasi tingkat suku bunga pasar yang berlaku baik atas risiko nilai wajar maupun arus kas.

(ii) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Group takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both fair value and cash flow risks. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise. The Directors set limits on the level of mismatch of interest rate repricing and value at risk that may be undertaken, which is monitored daily by Investment Division.

As at 31 December 2020 and 2019, the Group has no significant interest rate risk. Most of the Group's financial assets and financial liabilities are non interest bearing or fixed interest rate, thus no significant exposure to the effects of fluctuations in the prevailing levels of market interest rates on both fair value and cash flow risks.

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit

Risiko kredit adalah risiko kerugian keuangan yang timbul jika pihak lawan Grup gagal memenuhi liabilitas kontraktualnya kepada Grup. Grup juga menghadapi risiko kredit lainnya yang berasal dari investasi pada efek utang dan reksa dana.

Risiko kredit merupakan salah satu risiko terbesar bagi Grup sehingga manajemen melakukan pengelolaan eksposur risiko kredit dengan hati-hati. Manajemen dan pengendalian atas risiko kredit dipusatkan pada tim manajemen risiko kredit yang bertanggung jawab kepada Direksi. Penilaian risiko kredit atas suatu portofolio aset memerlukan estimasi-estimasi seperti kemungkinan terjadinya wanprestasi, rasio kerugian dan korelasi wanprestasi antara lawan transaksi.

Cadangan kerugian penurunan nilai yang diakui pada pelaporan keuangan (jika ada) hanyalah kerugian yang telah terjadi pada tanggal laporan keuangan atas posisi keuangan (berdasarkan bukti obyektif atas penurunan nilai).

Konsentrasi risiko instrumen keuangan dengan eksposur risiko kredit

Tabel berikut menyajikan eksposur maksimum Grup terhadap risiko kredit untuk aset keuangan:

***33. FINANCIAL RISK MANAGEMENT** (continued)*

b. Credit risk

Credit risk is the risk of suffering financial loss, should any of the Group's counterparties fail to fulfill their contractual obligations to the Group. The Group is also exposed to other credit risks arising from investments in debt securities and mutual funds.

Credit risk is one of the largest risks for the Group's business, therefore management carefully manages its exposure to credit risk. The credit risk management and control are centralised in a credit risk management team which reports to the Directors. The assessment of credit risk of a portfolio of assets entails estimations as to the likelihood of defaults occurring of the associated loss ratios and of default correlations between counterparties.

Impairment allowances (if any) are recognised for financial reporting purposes only for losses that have been incurred at the date of the consolidated statement of financial position (based on objective evidence of impairment).

Concentration of risks of financial instruments with credit risk exposure

The following table presents the Group's maximum exposure to credit risk of financial assets:

	2020	2019	
Kas dan kas pada bank	290,633	227,391	*Cash and cash in banks*
Deposito wajib dan berjangka	2,651,374	2,749,065	*Statutory and time deposits*
Efek-efek - bersih	11,054,458	9,465,960	*Marketable securities - net*
Piutang premi - bersih	196,412	230,220	*Premium receivables - net*
Piutang hasil investasi	79,686	187,944	*Investment income receivables*
Piutang reasuransi - bersih	90,724	80,722	*Due from reinsurers - net*
Penyertaan langsung	9,538	9,538	*Direct participations*
Aset dan piutang lain-lain - bersih	127,719	125,176	*Other assets and receivables - net*
	14,500,544	13,076,016	

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit

i) Sektor industri

Tabel berikut ini menggambarkan rincian eksposur kredit maksimum Grup pada nilai tercatat, yang dikategorikan berdasarkan sektor industri.

***33. FINANCIAL RISK MANAGEMENT** (continued)*

b. Credit risk

i) Industry sectors

The following table breaks down the Group's maximum credit exposure at carrying amounts, as categorised by the industry sectors.

	2020				
	Pemerintah/ *Government*	**Lembaga keuangan/ *Financial institution***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Kas dan kas pada bank	-	290,633	-	290,633	*Cash and cash in banks*
Deposito wajib dan berjangka	-	2,651,374	-	2,651,374	*Statutory and time deposits*
Efek-efek - bersih	1,606,269	4,263,383	5,184,806	11,054,458	*Marketable securities - net*
Piutang premi - bersih	-	34,099	162,313	196,412	*Premium receivables - net*
Piutang hasil investasi	28,320	12,893	38,473	79,686	*Investment income receivables*
Piutang reasuransi - bersih	-	90,724	-	90,724	*Due from reinsurers - net*
Penyertaan langsung	-	9,538	-	9,538	*Direct participations*
Aset dan piutang lain-lain - bersih	-	20,263	107,456	127,719	*Other assets and receivables - net*
	1,634,589	7,372,907	5,493,048	14,500,544	

	2019				
	Pemerintah/ *Government*	**Lembaga keuangan/ *Financial institution***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Kas dan kas pada bank	-	227,391	-	227,391	*Cash and cash in banks*
Deposito wajib dan berjangka	-	2,749,065	-	2,749,065	*Statutory and time deposits*
Efek-efek - bersih	1,325,806	3,656,161	4,483,993	9,465,960	*Marketable securities - net*
Piutang premi - bersih	-	49,276	180,944	230,220	*Premium receivables - net*
Piutang hasil investasi	30,406	116,924	40,614	187,944	*Investment income receivables*
Piutang reasuransi - bersih	-	80,722	-	80,722	*Due from reinsurers - net*
Penyertaan langsung	-	-	9,538	9,538	*Direct participations*
Aset dan piutang lain-lain - bersih	-	57,333	67,843	125,176	*Other assets and receivables - net*
	1,356,212	6,936,872	4,782,932	13,076,016	

Tabel di atas menggambarkan eksposur maksimum atas risiko kredit bagi Grup pada tanggal 31 Desember 2020 dan 2019. Direksi yakin akan kemampuan untuk mengendalikan dan memelihara eksposur risiko kredit pada tingkat yang minimum.

The above table represents a worst-case scenario of credit risk exposure to the Group as at 31 December 2020 and 2019. The Directors is confident in its ability to continue to control and sustain minimal exposure of credit risk.

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

ii) Kualitas kredit dari aset keuangan

Pada tanggal 31 Desember 2020 dan 2019, eksposur risiko kredit atas aset keuangan berdasarkan kualitas aset keuangan terbagi atas:

***33. FINANCIAL RISK MANAGEMENT** (continued)*

b. Credit risk (continued)

ii) Credit quality of financial assets

As at 31 December 2020 and 2019, credit risk exposure relating to financial assets based on quality of financial assets are divided as follows:

	2020				
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ *Neither past due nor impaired*	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired***	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Kas dan kas pada bank	290,633	-	-	290,633	*Cash and cash in banks*
Deposito wajib dan berjangka	2,651,374	-	-	2,651,374	*Statutory and time deposits*
Efek-efek- bruto	11,054,458	-	17,054	11,071,512	*Marketable securities - gross*
Piutang premi - bruto	60,548	135,864	141,913	338,325	*Premium receivables - gross*
Piutang hasil investasi	79,686	-	-	79,686	*Investment income receivables*
Piutang reasuransi - bruto	90,724	-	9,561	100,285	*Due from reinsurers - gross*
Penyertaan langsung	9,538	-	-	9,538	*Direct participations*
Aset dan piutang lain-lain - bruto	64,806	-	62,913	127,719	*Other assets and receivables - gross*
	14,301,767	135,864	231,441	14,669,072	

	2019				
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ *Neither past due nor impaired*	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired***	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Kas dan kas pada bank	227,391	-	-	227,391	*Cash and cash in banks*
Deposito wajib dan berjangka	2,749,065	-	-	2,749,065	*Statutory and time deposits*
Efek-efek- bruto	9,465,960	-	17,054	9,483,014	*Marketable securities - gross*
Piutang premi - bruto	93,155	137,065	130,595	360,815	*Premium receivables - gross*
Piutang hasil investasi	187,944	-	-	187,944	*Investment income receivables*
Piutang reasuransi - bruto	-	80,722	12,939	93,661	*Due from reinsurers - gross*
Penyertaan langsung	9,538	-	-	9,538	*Direct participations*
Aset dan piutang lain-lain - bruto	71,271	-	53,905	125,176	*Other assets and receivables - gross*
	12,804,324	217,787	214,493	13,236,604	

Umur aset keuangan yang diberikan yang telah jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2020 dan 2019 adalah di bawah 6 bulan.

Age of financial asset that are past due but not impaired on 31 December 2020 and 2019 are below 6 months.

c. Risiko likuiditas

Risiko likuiditas adalah risiko dimana Grup tidak bisa memenuhi liabilitas pada saat jatuh tempo sebagai akibat dari pembayaran manfaat/klaim pemegang polis, kebutuhan kas dari komitmen kontraktual atau arus keluar kas lainnya, seperti utang yang telah jatuh tempo. Arus kas keluar ini akan menghabiskan sumber daya kas yang tersedia untuk aktivitas operasional, perdagangan dan investasi. Dalam suatu keadaan yang ekstrim, kekurangan likuiditas dapat mengarah pada penurunan posisi keuangan dalam laporan keuangan konsolidasian dan penjualan aset atau ketidakmampuan untuk memenuhi komitmen kepada pemegang polis.

c. Liquidity risk

Liquidity risk is the risk that the Group unable to meet its obligations when due as a result of policyholder benefit/claim payment, cash requirements from contractual commitments or other cash outflows, such as debt maturities. Such outflows would deplete available cash resources for operational, trading and investment activities. In extreme circumstances, lack of liquidity could result in reductions in the consolidated financial statement of financial position and sales of assets or inability to fulfill policyholder commitment.

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

c. Risiko likuiditas (lanjutan)

Risiko ini melekat pada semua operasi asuransi dan bisa dipengaruhi oleh kejadian spesifik secara institusional dan pasar secara luas termasuk, tetapi tidak terbatas pada, transaksi kredit, aktivitas merger dan akuisisi, goncangan sistemik dan bencana alam. Grup melakukan evaluasi dan menelaah struktur laporan posisi keuangan dan melakukan analisis serta pengukuran risiko likuiditas berdasarkan Pedoman Pengendalian Internal Grup dan Pedoman Pengelolaan Aset dan Liabilitas dari pemegang saham.

Profil jatuh tempo ini didasarkan pada jangka waktu yang tersisa sampai dengan tanggal jatuh tempo kontrak. Selain itu, jika terdapat kebutuhan akan likuiditas, efek-efek dan aset lancar dapat dijual. Kebijakan Grup sehubungan dengan *maturity gap* antara aset dan liabilitas moneter adalah menetapkan *gap limit* yang disesuaikan dengan kemampuan Grup untuk memperoleh likuiditas.

Tabel di bawah ini menunjukan sisa jatuh tempo kontraktual dari liabilitas keuangan Grup berdasarkan pada *undiscounted cash flows*.

***33. FINANCIAL RISK MANAGEMENT** (continued)*

c. Liquidity risk (continued)

The risk is inherent in all insurance operations and can be affected by a range of institution-specific and market-wide events including, but not limited to, credit events, merger and acquisition activity, systemic shocks and natural disasters. The Group evaluates and reviews its statements of financial position structure, by analysing and measuring liquidity risk based on its Internal Control Manual and Assets Liabilities Management Guideline from shareholders.

This maturity profile is based on the remaining period to the contractual maturity date. In addition, if the Group encounters liquidity needs, marketable securities and current assets could be liquidated. The Group's policy in regards to the maturity gap between the monetary assets and liabilities is to determine a gap limit which is adjusted to the Group ability to obtain immediate liquidity.

The tables below show the remaining contractual maturities of the Group's financial liabilities based on undiscounted cash flows.

	2020					
	Jumlah/ *Total*	Tidak mempunyai kontrak jatuh tempo/ *No maturity contract*	Kurang dari 1 bulan/ *Less than 1 month*	1 - 3 bulan/ *1 - 3 months*	> 3 bulan/ *> 3 months*	
Liabilitas						***Liabilities***
Akrual dan utang lain-lain	682,829	148,231	8,292	33,370	492,936	*Accrued expenses and other payables*
Utang reasuransi	84,466	73,472	2,642	7,011	1,341	*Due to reinsurers*
Utang klaim	22,384	7,003	15,219	5	157	*Claim payables*
	789,679	228,706	26,153	40,386	494,434	

	2019					
	Jumlah/ *Total*	Tidak mempunyai kontrak jatuh tempo/ *No maturity contract*	Kurang dari 1 bulan/ *Less than 1 month*	1 - 3 bulan/ *1 - 3 months*	> 3 bulan/ *> 3 months*	
Liabilitas						***Liabilities***
Akrual dan utang lain-lain	678,385	162,510	12,949	27,558	475,368	*Accrued expenses and other payables*
Utang reasuransi	126,295	21,202	73,301	14,542	17,250	*Due to reinsurers*
Utang klaim	29,449	13,218	14,006	100	2,125	*Claim payables*
	834,129	196,930	100,256	42,200	494,743	

Pada 31 Desember 2020 dan 2019, semua liabilitas Grup tidak mengandung tingkat suku bunga sehingga tidak ada perhitungan arus kas kontraktual yang tidak didiskontokan.

As at 31 December 2020 and 2019, all the Group's liabilities did not consist of interest rate therefore no disclosure on contractual undiscounted cash flows.

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

d. Risiko permodalan

Tujuan Grup dalam mengelola permodalannya adalah untuk menjaga kelangsungan usaha Grup agar dapat memberikan hasil kepada pemegang saham dan manfaat kepada *stakeholders* lainnya dan pemeliharaan optimalisasi struktur permodalan untuk mengurangi biaya operasional.

Dalam rangka memelihara atau menyesuaikan struktur permodalan, Grup dapat menyesuaikan jumlah dividen yang dibayarkan kepada pemegang saham, imbal hasil modal kepada pemegang saham atau menerbitkan saham baru untuk mengurangi liabilitas.

Konsisten dengan pelaku industri lainnya, Grup memonitor rasio solvabilitas yang dihitung berdasarkan Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 71/POJK.05/2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi. Jumlah minimum pencapaian rasio solvabilitas adalah 120%.

Grup telah memenuhi ketentuan dalam peraturan tersebut.

e. Nilai wajar aset dan liabilitas keuangan

Semua aset keuangan yang diklasifikasikan ke dalam pinjaman yang diberikan dan piutang dan liabilitas keuangan yang diukur melalui biaya yang diamortisasi mempunyai jatuh tempo dalam jangka pendek, maka nilai tercatatnya merupakan perkiraan yang layak atas nilai wajarnya. Nilai wajar untuk aset dan liabilitas yang diukur melalui laporan laba rugi adalah sama dengan dengan nilai tercatatnya.

Aset dan liabilitas keuangan yang diukur pada nilai wajar menggunakan hierarki nilai wajar sebagai berikut:

a. Tingkat 1
Harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas terkait;

b. Tingkat 2
Input selain harga kuotasian yang termasuk dalam tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) maupun tidak langsung (misalnya derivasi harga); dan

c. Tingkat 3
Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (*unobservable inputs*).

***33. FINANCIAL RISK MANAGEMENT** (continued)*

d. Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of operation.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares to reduce liabilities.

Consistent with others in the industry, the Group monitors solvency ratio which is calculated based on Financial Services Authority of Republic of Indonesia's decree No. 71/POJK.05/2016 regarding The Financial Soundness of The Insurance Company and Reinsurance Company. Total minimum achievement of solvency ratio is 120%.

The Group has fulfilled the requirements outline in the regulation.

e. Fair value of financial assets and liabilities

All financial assets classified as loan and receivables and financial liabilities at amortised cost have a short-term maturity, therefore the carrying amount is a reasonable approximate fair value. The fair value of financial assets and liabilities classified at fair value through profit or loss are same with the carrying amount.

Financial assets and liabilities measured at fair value using the following fair value hierarchy:

a. Level 1
Quoted prices (unadjusted) in active markets for associated assets or liabilities;

b. Level 2
Inputs other than quoted prices included within level 1 that are observable for the assets or liabilities, either directly (such as prices) or indirectly (such as derived from prices); and

c. Level 3
Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Nilai wajar aset dan liabilitas keuangan (lanjutan)

Instrumen keuangan yang diukur pada nilai wajar

Tabel berikut menyajikan asset dan liabilitas keuangan Grup yang diukur sebesar nilai wajar pada tanggal 31 Desember 2020 dan 2019:

***33. FINANCIAL RISK MANAGEMENT** (continued)*

e. Fair value of financial assets and liabilities (continued)

Financial instruments measured at fair value

The following tables show the Group's financial assets and liabilities that are measured at fair value as at 31 December 2020 and 2019:

	2020					
	Nilai tercatat/ *Carrying value*	**Tingkat 1/ *Level 1***	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Nilai wajar/ *Fair value***	
Aset						***Assets***
Efek-efek - bersih	11,084,270	2,653,524	8,430,746	-	11,084,270	*Marketable securities - net*

	2019					
	Nilai tercatat/ *Carrying value*	**Tingkat 1/ *Level 1***	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Nilai wajar/ *Fair value***	
Aset						***Assets***
Efek-efek - bersih	10,761,233	2,565,421	8,195,812	-	10,761,233	*Marketable securities - net*

Penilaian nilai wajar untuk tingkat 2 dilakukan menggunakan harga kuotasi yang dikeluarkan oleh *Penilai Harga Efek Indonesia* ("PHEI"). Penilaian yang dilakukan oleh IBPA menggunakan data pasar, termasuk namun tidak terbatas pada data perdagangan, kuotasi harga, volume perdagangan, frekuensi perdagangan dan *yield curves.*

The fair value valuation for level 2 uses the quoted price issued by the Indonesia Bond Pricing Agency ("IBPA"). The valuation by the IBPA uses market data, including but not limited to trading data, quoted price, trading volume, frequency of trade and yield curves.

Instrumen keuangan yang tidak diukur pada nilai wajar

Financial instruments not measured at fair value

Tabel berikut menyajikan aset keuangan, liabilitas keuangan dan sukuk Grup yang tidak diukur sebesar nilai wajar pada tanggal 31 Desember 2020 dan 2019:

The following tables show the Group's financial assets, liabilities and sukuk that are not measured at fair value as at 31 December 2020 and 2019:

	2020					
	Nilai tercatat/ *Carrying value*	**Tingkat 1/ *Level 1***	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Nilai wajar/ *Fair value***	
Aset						***Assets***
Kas dan kas pada bank	290,633	290,633	-	-	290,633	*Cash and cash in banks*
Deposito wajib dan Berjangka	2,651,374	2,651,374	-	-	2,651,374	*Statutory and time deposits*
Piutang premi - bersih	196,412	-	-	196,412	196,412	*Premium receivables - net*
Piutang hasil investasi	79,686	-	-	79,686	79,686	*Investment income receivables*
Piutang reasuransi - bersih	90,724	-	-	90,724	90,724	*Due from reinsurers - net*
Penyertaan langsung	9,538	-	-	9,538	9,538	*Direct participations*
Aset dan piutang lain-lain - bersih	127,719	-	-	127,719	127,719	*Other assets and receivables - net*
	3,446,086	2,942,007	-	504,079	3,446,086	
Liabilitas						***Liabilities***
Akrual dan utang lain-lain	682,829	-	-	682,829	682,829	*Accrued expenses and other payables*
Utang reasuransi	84,466	-	-	84,466	84,466	*Due to reinsurers*
Utang klaim	22,384	-	-	22,384	22,384	*Claim payables*
	789,679	-	-	789,679	789,679	

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Nilai wajar aset dan liabilitas keuangan (lanjutan)

Instrumen keuangan yang tidak diukur pada nilai wajar (lanjutan)

***33. FINANCIAL RISK MANAGEMENT** (continued)*

e. Fair value of financial assets and liabilities (continued)

Financial instruments not measured at fair value (continued)

	2019					
	Nilai tercatat/ *Carrying value*	**Tingkat 1/ *Level 1***	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Nilai wajar/ *Fair value***	
Aset						***Assets***
Kas dan kas pada bank	227,391	227,391	-	-	227,391	*Cash and cash in banks*
Deposito wajib dan berjangka	2,749,065	2,749,065	-	-	2,749,065	*Statutory and time deposits*
Piutang premi - bersih	230,220	-	-	230,220	230,220	*Premium receivables - net*
Piutang hasil investasi	187,944	-	-	187,944	187,944	*Investment income receivables*
Piutang reasuransi - bersih	80,722	-	-	80,722	80,722	*Due from reinsurers - net*
Penyertaan langsung	9,538	-	-	9,538	9,538	*Direct participations*
Aset dan piutang lain-lain - bersih	125,176	-	-	125,176	125,176	*Other assets and receivables - net*
	3,610,056	2,976,456	-	633,600	3,610,056	
Liabilitas						***Liabilities***
Akrual dan utang lain-lain	678,385	-	-	678,385	678,385	*Accrued expenses and other payables*
Utang reasuransi	126,295	-	-	126,295	126,295	*Due to reinsurers*
Utang klaim	29,449	-	-	29,449	29,449	*Claim payables*
	834,129	-	-	834,129	834,129	

Sensitivitas keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui laporan laba rugi dan tersedia untuk dijual

Tabel di bawah ini mengikhtisarkan sensitivitas keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui laporan laba rugi dan tersedia untuk dijual pada tanggal 31 Desember 2020 dan 2019 atas perubahan harga pasar:

Sensitivity to unrealised gains/(losses) on fair value through profit or loss and available-for-sale marketable securities

The table below shows the sensitivity of the Group's unrealised gains/(losses) on fair value through profit or loss and available-for-sale marketable securities to movement of market value on 31 December 2020 and 2019:

	Pengaruh harga pasar terhadap keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui laporan laba rugi dan tersedia untuk dijual/ *Market value impact to unrealised gains/(losses) on fair value through profit or loss and available-for-sale*		
	Peningkatan/ *Increase by* 1%	**Penurunan/ *Decrease by* 1 %**	
31 Desember 2020	110,843	(110,843)	*31 December 2020*

	Pengaruh harga pasar terhadap keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui laporan laba rugi dan tersedia untuk dijual/ *Market value impact to unrealised gains/(losses) on fair value through profit or loss and available-for-sale*		
	Peningkatan/ *Increase by* 1%	**Penurunan/ *Decrease by* 1 %**	
31 Desember 2019	107,612	(107,612)	*31 December 2019*

33. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Nilai wajar aset dan liabilitas keuangan (lanjutan)

Sensitivitas keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui laporan laba rugi dan tersedia untuk dijual (lanjutan)

Proyeksi di atas mengasumsikan bahwa seluruh variabel lainnya adalah konstan dan berdasarkan tanggal pelaporan yang konstan serta seluruh posisi hingga jatuh tempo.

33. FINANCIAL RISK MANAGEMENT (continued)

e. Fair value of financial assets and liabilities (continued)

Sensitivity to unrealised gains/(losses) on fair value through profit or loss and available-for-sale marketable securities ensitivity to unrealised gains/(losses) on fair value through profit or loss and available-for-sale marketable securities (continued)

The projection assumes that all other variables are held constant and it also assumes a constant reporting date position and all positions until the maturity date.

34. RISIKO ASURANSI

Grup bertanggung jawab untuk mengelola secara tepat dalam menghadapi perubahan dalam siklus asuransi terhadap lingkungan politik dan ekonomi dimana Grup beroperasi.

Risiko utama yang dihadapi Grup terkait dengan kontrak asuransi adalah perbedaan antara jumlah klaim yang terjadi, manfaat yang dibayarkan dan waktu terjadinya klaim dengan yang diprediksi sebelumnya. Hal ini dipengaruhi oleh frekuensi, tingkat keparahan (*severity*) dari klaim, manfaat aktual yang dibayarkan, dan perkembangan lanjutan dari klaim jangka panjang. Oleh karena itu, tujuan Grup adalah untuk memastikan bahwa cadangan yang dibentuk cukup untuk memenuhi semua liabilitas tersebut.

34. INSURANCE RISK

The Group is responsible for managing appropriately in response to changes in insurance cycles to the political and economic environments in which the Group operates.

The key risk that the Group faces in relation to insurance contracts is the difference between the amount of actual claims, benefit payments and claim dates from the estimation. These are influenced by the frequency, severity of claims, actual benefits paid and subsequent development of long-term claims. Therefore, the objective of the Group is to ensure reserves are adequate to cover the liabilities.

ANALISIS EKSPOSUR

Risiko asuransi yang dihadapi oleh Grup diklasifikasikan berdasarkan kelas bisnis sebagai berikut:

EXPOSURE ANALYSIS

The Group's insurance risks are classified based on class of business as follows:

	31 Desember/*December* 2020				
	Klaim bruto/ *Gross claims*	**Klaim reasuransi/ *Reinsurance claims***	**(Penurunan)/ kenaikan estimasi claim retensi sendiri/ *(Decrease) /ncrease in estimated own retention claims***	**Beban klaim-bersih/*Claim expenses-net***	
Perusahaan					***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	2,362,290	(11,589)	(68,159)	2,282,542	*Compulsory Contributions Public Motor Transport*
Iuran Wajib Kendaraan Bermotor umum (IWKBU)	14,016	(350)	(1,592)	12,074	*Compulsory Premiums Marine Transport Compulsory*
Iuran Wajib Kapal Laut (IWKL)	1,238	(124)	(316)	798	*Premiums Aviation Compulsory*
Iuran Wajib Pesawat Udara (IWPU)	82	(6,118)	(198)	(6,234)	*Premiums*
Iuran Wajib Kereta Api (IWKA)	462	(185)	(154)	123	*Trains Compulsory Premiums*
	2,378,088	(18,366)	(70,419)	2,289,303	
Entitas anak					***Subsidiary***
Asuransi kredit	251,392	(139,607)	3,576	115,361	*Credit insurance*
Kendaraan bermotor	39,681	(13,675)	51	26,057	*Motor vehicle*
Surety bond	23,305	(10,320)	6,245	19,230	Surety bond
Lainnya	162,402	(67,572)	199	95,029	*Others*
	476,780	(231,174)	10,071	255,677	
	2,854,868	(249,540)	(60,348)	2,544,980	

34. RISIKO ASURANSI (lanjutan)

34. INSURANCE RISK (continued)

ANALISIS EKSPOSUR (lanjutan)

EXPOSURE ANALYSIS (continued)

Risiko asuransi yang dihadapi oleh Grup diklasifikasikan berdasarkan kelas bisnis sebagai berikut: (lanjutan)

The Group's insurance risks are classified based on class of businesses are as follow: (continued)

	31 Desember/*December* 2019				
	Klaim bruto/ *Gross claims*	Klaim reasuransi/ *Reinsurance claims*	Kenaikan/ (penurunan) estimasi claim retensi sendiri/ *Increase/ (decrease) in estimated own retention claims*	Beban klaim-bersih/*Claim expenses-net*	
Perusahaan					***The Company***
Sumbangan Wajib Dana Kecelakaan Lalu Lintas Jalan (SWDKLLJ)	2,757,228	(7,048)	31,168	2,781,348	*Compulsory Contributions Public Motor Transport*
Iuran Wajib Kendaraan Bermotor umum (IWKBU)	25,776	(386)	279	25,669	*Compulsory Premiums Marine Transport Compulsory*
Iuran Wajib Kapal Laut (IWKL)	3,288	(214)	117	3,191	*Premiums*
Iuran Wajib Pesawat Udara (IWPU)	259	(31)	(95)	133	*Aviation Compulsory Premiums*
Iuran Wajib Kereta Api (IWKA)	1,294	(337)	24	981	*Trains Compulsory Premiums*
	2,787,845	(8,016)	31,493	2,811,322	
Entitas anak					***Subsidiary***
Asuransi kredit	193,517	(101,962)	39,802	131,357	*Credit insurance*
Kendaraan bermotor	42,198	(11,981)	(1,099)	29,118	*Motor vehicle*
Surety bond	32,725	(14,738)	(2,072)	15,915	*Surety bond*
Lainnya	121,869	(40,621)	(391)	80,857	*Others*
	390,309	(169,302)	36,240	257,247	
	3,178,154	(177,318)	67,733	3,068,569	

REASURANSI

Profil bisnis dan risiko dari pertanggungan Grup cukup beragam dan cenderung memiliki tingkat risiko dan nilai pertanggungan yang cukup tinggi sehingga dibutuhkan dukungan reasuransi yang cukup dan aman untuk memproteksi portofolio bisnis Grup. Dukungan reasuransi diperoleh melalui kontrak reasuransi *treaty* dengan reasuransi dalam negeri maupun luar negeri, baik untuk *treaty* proporsional maupun non proporsional disesuaikan dengan karakter bisnis masing-masing lini usaha.

Program reasuransi *treaty* berpedoman pada kepentingan terbaik Perusahaan, peraturan perundangan-undangan serta regulasi dari pemerintah antara lain ketentuan terbaru dari OJK No.14/POJK.05/2015 dan Surat Edaran No. S.31/SEOJK.05/2015 yang mengatur mengenai "Optimalisasi Kapasitas Dalam Negeri" (batas retensi sendiri, besar dukungan reasuransi).

REINSURANCE

The business and risk profile of the Group is quite diverse and tend to have higher risk and sum insured, therefore sufficient and secure reinsurance backup is needed to protect the Group's business portfolio. The reinsurance back up is obtained through treaty reinsurance with domestic and overseas reinsurers, proportional and non-proportional treaty specific to the character of each line of business.

Treaty reinsurance programs are based on the best benefits of the Group, laws and other government regulations, such as the latest regulation from OJK No.14/POJK.05/2015 and Circular Letter No. S.31/SEOJK.05/2015 regarding "Optimising of the Local Capacity" (limit of own retention amount of reinsurance back up).

35. ASUMSI UTAMA

Asumsi utama yang menjadi dasar dalam perhitungan estimasi kewajiban klaim yaitu bahwa pembentukan klaim masa depan Grup akan memiliki pola yang sama dengan pembentukan klaim yang terjadi di masa lampau. Termasuk asumsi dari rata-rata beban klaim, beban penanganan klaim, faktor inflasi klaim, dan jumlah klaim untuk setiap tahun kecelakaan.

35. MAIN ASSUMPTIONS

The main assumption in calculating the estimated claim reserves is the Group's future claims development which will follow similar pattern with the historical claims incurred. This includes assumptions on average claim costs, claim handling costs, claim inflation factors and claim frequency for each accident year.

35. ASUMSI UTAMA (lanjutan)

Justifikasi kualitatif tambahan digunakan untuk memperkirakan tingkat dimana tren masa lampau tidak akan terulang lagi di masa depan, misalnya; kejadian khusus yang hanya terjadi sekali, perubahan yang terjadi di pasar seperti sikap masyarakat terhadap klaim, kondisi ekonomi maupun faktor internal seperti campuran portofolio, syarat dan ketentuan polis dan prosedur penanganan klaim.

Justifikasi lebih lanjut digunakan untuk menghitung tingkat dimana faktor eksternal seperti keputusan peradilan dan peraturan pemerintah yang mempengaruhi estimasi besaran klaim. Kondisi utama yang mempengaruhi keandalan dari asumsi yang digunakan adalah rasio kerugian, perbedaan tingkat bunga, keterlambatan dalam penyelesaian dan perubahan nilai tukar mata uang asing.

Liabilitas klaim sangat sensitif terhadap asumsi utama yang digunakan. Hingga saat ini adalah hal yang tidak mungkin untuk dapat menentukan tingkat sensitivitas dari beberapa asumsi seperti perubahan perundangan atau ketidakpastian dalam proses estimasi. Analisis berikut dibuat untuk menunjukkan pengaruh terhadap laporan posisi keuangan konsolidasian apabila asumsi utama diubah dengan semua asumsi lain dianggap tetap. Korelasi antara asumsi-asumsi yang ada dapat memberikan dampak yang signifikan dalam menentukan liabilitas klaim. Dampak atas perubahan kenaikan/ (penurunan) rasio kerugian sebesar 5% terhadap liabilitas adalah sebagai berikut:

***35. MAIN ASSUMPTIONS** (continued)*

Additional qualitative judgments are used to assess the extent to which the historical trends may not apply for the future, for example: specific one off event, changes in market factors such as public attitude towards insurance claims, economic conditions, as well as internal factors such as portfolio mix, policy terms and conditions and claims handling procedures.

Further justification is required to assess the extent to which external factors such as judicial decisions and government regulations affect the claim estimates. Other key conditions affecting the reliability of assumption used are loss ratio, changed in interest rates, delayed in settlement and movement in foreign currency exchange rates.

Claim liabilities are very sensitive to the key assumptions used. It is not possible to quantify the sensitivity of certain assumptions such as regulation change or uncertainty in the estimation process. The following analysis is made to show the impact on the consolidated statement of financial positions if the main assumptions were changed while all the other assumptions remain unchanged. The correlation between those assumptions can give significant impact in calculating the claim liability. The impact of the increase/(decrease) of loss ratio of 5% to the liability are as follows:

Sensitivitas / ***Sensitivity***

Perusahaan / ***The Company***

		Dampak atas liabilitas klaim/ *Impact on claim liabilities*		
	Rasio Kerugian/ *Loss ratio* ±5%	**2020 Rp**	**2019 Rp**	
Dampak kenaikan/(penurunan) pada:				*Impact increase/(decrease) on:*
Liabilitas bruto	+5%	1,376	2,335	*Gross liability*
	-5%	(1,079)	(1,712)	
Liabilitas neto	+5%	1,245	2,070	*Net liability*
	-5%	(1,004)	(1,565)	

	Faktor UPR SW/ *UPR SW Factor* ±1%	**2020 Rp**	
Dampak kenaikan/(penurunan) pada:			*Impact increase/(decrease) on:*
Liabilitas bruto	+1%	39,608	*Gross liability*
	-1%	(39,608)	
Liabilitas neto	+1%	39,460	*Net liability*
	-1%	(39,460)	

Entitas anak / ***Subsidiary***

		Dampak atas liabilitas klaim/ *Impact on claim liabilities*		
	Rasio Kerugian/ *Loss ratio* ±5%	**2020 Rp**	**2019 Rp**	
Dampak kenaikan/(penurunan) pada:				*Impact increase/(decrease) on:*
Liabilitas bruto	+5%	52,508	46,363	*Gross liability*
	-5%	(52,508)	(46,362)	
Liabilitas neto	+5%	18,009	16,896	*Net liability*
	-5%	(18,009)	(16,870)	

35. ASUMSI UTAMA (lanjutan)

35. MAIN ASSUMPTIONS (continued)

Tabel perkembangan klaim

Asumsi utama yang menjadi dasar dalam perhitungan estimasi kewajiban klaim yaitu bahwa pembentukan klaim masa depan Grup akan memiliki pola yang sama dengan pembentukan klaim yang terjadi di masa lampau. Termasuk asumsi dari rata-rata beban klaim, beban-beban penanganan klaim, faktor inflasi klaim, dan jumlah klaim mencapai kecelakaan untuk setiap tahun.

Claim development table

The main assumption in calculating the estimated claim reserve is the Group's future claims development which will follow similar pattern with the historical claims incurred. This includes assumptions on average claim costs, claim handling costs, claim inflation factors and claim frequency for each accident year.

Perusahaan / ***The Company***

	2017	2018	2019	2020	
Estimasi kini atas akumulasi klaim yang dibayarkan					***Current estimate of cumulative claims paid***
Pada akhir tahun kejadian	1,835,106	2,322,261	2,433,415	2,056,189	*At end of accident year*
Satu tahun kemudian	2,074,588	2,589,607	2,700,077	-	*One year later*
Dua tahun kemudian	2,080,640	2,599,469	-	-	*Two years later*
Tiga tahun kemudian	2,081,693	-	-	-	*Three years later*
Empat tahun kemudian	-	-	-	-	*Four years later*

Entitas anak / ***Subsidiary***

	2017	2018	2019	2020	
Estimasi kini atas akumulasi klaim yang dibayarkan					***Current estimate of cumulative claims paid***
Pada akhir tahun kejadian	203,831	241,694	281,309	303,738	*At end of accident year*
Satu tahun kemudian	291,795	345,003	423,235	-	*One year later*
Dua tahun kemudian	295,164	359,990	-	-	*Two years later*
Tiga tahun kemudian	298,328	-	-	-	*Three years later*
Empat tahun kemudian	-	-	-	-	*Four years later*
Lima tahun kemudian	-	-	-	-	*Five years later*

36. KOMITMEN DAN KONTINJENSI

Pada tanggal 31 Desember 2020 dan 2019, Grup tidak memiliki komitmen dan kontinjensi yang signifikan.

36. COMMITMENTS AND CONTINGENCIES

As at 31 December 2020 and 2019, the Group has no significant commitments and contingencies.

37. STANDAR AKUNTANSI BARU

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) telah menerbitkan beberapa standar baru, revisi dan intepretasi, namun belum berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 31 Desember 2020 adalah sebagai berikut:

- PSAK 112 "Akuntansi Wakaf";
- Amandemen PSAK 22 "Kombinasi Bisnis";
- Amandemen PSAK 71 "Instrumen Keuangan";
- Amandemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran (Reformasi Acuan Suku Bunga Tahap 2)";
- Amandemen PSAK 60 "Instrumen Keuangan: Pengungkapan" (Reformasi Acuan Suku Bunga Tahap 2);
- Amandement PSAK 62 "Kontrak Asuransi (Reformasi Acuan Suku Bunga Tahap 2)";
- Penyesuaian Tahunan terhadap PSAK 110 "Akuntansi Sukuk"; dan
- Penyesuaian Tahunan terhadap PSAK 111 "Akuntansi Wa'd".

37. PROSPECTIVE ACCOUNTING STANDARDS PRONOUNCEMENT

Financial Accounting Standard Board of Indonesia Institute of Accountants (DSAK-IAI) issued several new standards, amendments and interpretations but not yet effective for the financial year beginning 31 December 2020 are as follows:

- *SFAS 112 "Accounting for Endowments";*
- *Amendment of SFAS 22 "Business Combination";*
- *Amendment of SFAS 71 "Financial Instrument";*
- *Amendment of SFAS 55 "Financial Instrument: Recognition and Measurement (Interest Rate Benchmark Reform Batch 2)";*
- *Amendment of SFAS 60 "Financial Instrument: Disclosure (Interest Rate Benchmark Reform Batch 2)";*
- *Amendment SFAS 62 "Insurance Contract (Interest Rate Benchmark Reform Batch 2)";*
- *Annual Improvement to SFAS 110 "Sukuk Accounting"; and*
- *Annual Improvement to SFAS 111 "Wa'd Accounting".*

37. STANDAR AKUNTANSI BARU (lanjutan)

Standar tersebut akan berlaku efektif pada 1 Januari 2021 dan penerapan dini diperbolehkan.

- Amandemen PSAK 22 "Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual";
- Amandemen PSAK 57 "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Memberatkan – Biaya Memenuhi Kontrak";
- Penyesuaian Tahunan 2020.

Standar tersebut akan berlaku efektif pada 1 Januari 2022 dan penerapan dini diperbolehkan.

- Amandemen PSAK 1 "Penyajian Laporan Keuangan".

Standar tersebut akan berlaku efektif pada 1 Januari 2023 dan penerapan dini diperbolehkan.

- PSAK 74 "Kontrak Asuransi".

Standar tersebut akan berlaku efektif pada 1 Januari 2025 dan penerapan dini diperbolehkan.

Pada saat penerbitan laporan keuangan kosolidasian, Grup masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi dan intepretasi tersebut serta pengaruhnya pada laporan keuangan konsolidasian.

37. PROSPECTIVE ACCOUNTING STANDARDS PRONOUNCEMENT *(continued)*

The above standards will be effective on 1 January 2021 and early adoption is permitted.

- *Amendment of SFAS 22 "Business Combination for Reference to Conceptual Framework";*
- *Amendment of SFAS 57 "Provision, Contingent Liabilities, and Contingent Assets Related to Onerous Contracts – Cost of Fulfilling the Contracts";*
- *Annual Adjustment 2020.*

The above standards will be effective on 1 January 2022 and early adoption is permitted.

- *Amendment of SFAS 1 "Presentation of Financial Statement".*

The above standards will be effective on 1 January 2023 and early adoption is permitted.

- *SFAS 74 "Insurance Contract".*

The above standards will be effective on 1 January 2025 and early adoption is permitted.

As at the authorisation date of this consolidated financial statements, the Group is still evaluating the potential impact of these new and amendments and interpretations SFAS to its consolidated financial statements.

38. PERISTIWA SETELAH PERIODE PELAPORAN

Undang-Undang Cipta Kerja

Pada bulan Februari 2021, Pemerintah resmi mengundangkan 49 peraturan pelaksana Undang-Undang Cipta Kerja. Grup menilai pada umumnya, peraturan pelaksana tersebut tidak akan memiliki dampak buruk terhadap bisnis dan operasional Grup.

Pada saat laporan keuangan konsolidasian ini diotorisasi, Grup masih mempelajari dampak yang mungkin timbul dari peraturan pelaksana Undang-Undang Cipta Kerja, serta pengaruhnya pada laporan keuangan konsolidasian Grup.

38. SUBSEQUENT EVENT

Omnibus Law

In February 2021, the Government officially enacted 49 implementing regulations of the Omnibus Law. The Group assessed that generally there is no potential adverse impact of the Law to the Group's business and operation.

As at the authorisation date of this consolidated financial statement, the Group is still evaluating the potential impact of the implementing regulations of the Omnibus Law, as well as the impact on the Group's consolidated financial statements.

39. INFORMASI KEUANGAN TAMBAHAN

Informasi berikut pada halaman 6/1 sampai dengan 6/4 adalah informasi keuangan tambahan PT Jasa Raharja, entitas induk saja, yang menyajikan penyertaan Perusahaan pada Anak Perusahaan berdasarkan metode ekuitas.

Oleh karena perbedaan antara laporan keuangan entitas induk dengan laporan keuangan konsolidasian tidak material, maka catatan atas laporan keuangan entitas induk saja tidak disajikan dalam informasi keuangan tambahan ini.

39. SUPPLEMENTARY FINANCIAL INFOMATION

The following supplementary financial information of PT Jasa Raharja, the parent company only, on page 6/1 to page 6/4 which presents the Company's investment in Subsidiary under the equity method.

Since the differences between the parent entity and consolidated financial statements are not material, notes to the financial statements of the parent entity only are not included in this supplementary financial information.

PT JASA RAHARJA
INDUK SAJA/*PARENT ONLY*

LAPORAN POSISI KEUANGAN | ***STATEMENT OF FINANCIAL POSITION***
31 DESEMBER 2020 | ***31 DECEMBER 2020***
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain) | *(Expressed in millions of Rupiah, unless otherwise stated)*

	2020	2019	
ASET			***ASSETS***
Kas dan kas pada bank	72,327	58,987	*Cash and cash in banks*
Deposito wajib dan berjangka	2,141,100	2,076,600	*Statutory and time deposits*
Efek-efek - bersih	10,598,305	10,431,721	*Marketable securities - net*
Piutang premi - bersih	45,799	41,476	*Premium receivables - net*
Piutang hasil investasi	49,568	153,382	*Investment income receivables*
Piutang reasuransi - bersih	3,268	6,353	*Due from reinsurers - net*
Penyertaan langsung	1,058,347	981,465	*Direct participations*
Aset tetap - bersih	676,561	696,045	*Fixed assets - net*
Aset pajak tangguhan - bersih	210,144	287,035	*Deferred tax assets - net*
Aset reasuransi	10,121	10,965	*Reinsurance assets*
Aset dan piutang lain-lain - bersih	64,806	60,363	*Other assets and receivables - net*
JUMLAH ASET	14,930,346	14,804,392	***TOTAL ASSETS***
LIABILITAS			***LIABILITIES***
Utang klaim	11,770	12,276	*Claim payables*
Utang pajak	98,594	65,142	*Taxes payables*
Akrual dan utang lain-lain	399,862	413,960	*Accrued expenses and other payables*
Utang reasuransi	9,897	18,906	*Due to reinsurers*
Estimasi liabilitas klaim	381,148	452,118	*Estimated claim liabilities*
Cadangan atas premi yang belum merupakan pendapatan	2,150,927	2,197,377	*Unearned premium reserves*
Liabilitas imbalan kerja	385,160	289,268	*Employee benefit liabilities*
JUMLAH LIABILITAS	3,437,358	3,449,047	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp 1.000.000 (nilai penuh) per lembar saham - modal dasar 1.000.000 lembar saham, modal ditempatkan dan disetor penuh 8.500.000 lembar saham	8,500,000	8,500,000	*Share capital - par value of Rp 1,000,000 (full amount) per share - authorised 1,000,000 shares, issued and fully paid 8,500,000 shares*
Tambahan modal disetor	13,504	13,504	*Additional paid-in capital*
Saldo laba yang telah ditentukan penggunaannya	1,955,305	1,703,520	*Appropriated retained earnings*
Saldo laba yang belum ditentukan penggunaannya	1,504,501	1,551,785	*Unappropriated retained earnings*
Kerugian yang belum direalisasi atas efek-efek yang tersedia untuk dijual, setelah pajak	(240,458)	(227,998)	*Unrealised losses on available-for-sale marketable securities, net of tax*
Komponen ekuitas lainnya	(239,864)	(185,466)	*Other equity components*
JUMLAH EKUITAS	11,492,988	11,355,345	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	14,930,346	14,804,392	***TOTAL LIABILITIES AND EQUITY***

PT JASA RAHARJA
INDUK SAJA/*PARENT ONLY*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019	
PENDAPATAN			***REVENUES***
Pendapatan premi			*Premium income*
Premi bruto	4,193,361	4,711,781	*Gross premiums*
Premi reasuransi	(60,934)	(117,718)	*Reinsurance premiums*
Penurunan cadangan atas premi yang belum merupakan pendapatan	46,158	2,410	*Decrease in unearned premium reserves*
Pendapatan premi - bersih	4,178,585	4,596,473	*Premium income - net*
Pendapatan investasi	956,197	1,064,289	*Investment income*
Pendapatan lain-lain	531,022	703,226	*Other income*
JUMLAH PENDAPATAN	5,665,804	6,363,988	***TOTAL REVENUE***
BEBAN			***EXPENSES***
Klaim dan manfaat			*Claims and benefits*
- Klaim dan manfaat	2,378,088	2,787,845	*Claims and benefits -*
- Klaim reasuransi	(18,366)	(15,251)	*Reinsurance claims -*
- (Penurunan)/kenaikan estimasi liabilitas klaim	(70,419)	31,493	*(Decrease)/increase in - estimated claim liabilities*
Klaim dan manfaat - bersih	2,289,303	2,804,087	*Claims and benefits - net*
Beban akuisisi dan komisi	325,716	376,902	*Acquisition costs and commission expenses*
Beban umum dan administrasi	1,221,650	1,299,950	*General and administrative expenses*
JUMLAH BEBAN	3,836,669	4,480,939	***TOTAL EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN	1,829,135	1,883,049	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	(324,634)	(331,264)	***INCOME TAX EXPENSES***
LABA BERSIH TAHUN BERJALAN	1,504,501	1,551,785	***NET PROFIT FOR THE YEAR***
Penghasilan komprehensif lain			*Other comprehensive income*
Pos-pos yang akan direklasifikasi ke laba rugi:			*Items that will be reclassified to profit or loss:*
(Kerugian)/keuntungan yang belum direalisasi atas efek-efek yang tersedia untuk dijual	(11,920)	149,514	*Unrealised (losses)/gains on available-for-sale marketable securities*
Efek pajak terkait	(540)	(1,864)	*Related tax effect*
	(12,460)	147,650	
Pos-pos yang tidak akan direklasifikasi ke laba rugi:			*Items that will not be reclassified to profit or loss:*
Pengukuran kembali imbalan pasca kerja	(70,024)	(99,667)	*Remeasurement of post employment benefits*
Efek pajak terkait	15,626	23,772	*Related tax effect*
	(54,398)	(75,895)	
(Rugi)/penghasilan komprehensif lain tahun berjalan, setelah pajak	(66,858)	71,755	***Other comprehensive (expenses)/income for the year, net of tax***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	1,437,643	1,623,540	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

PT JASA RAHARJA
INDUK SAJA/*PARENT ONLY*

LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Modal ditempatkan dan disetor/ *Issued and paid-in capital*	Tambahan modal disetor/ *Additional paid-in capital*	Kerugian yang belum direalisasi atas efek-efek yang tersedia untuk dijual, setelah pajak/ *Unrealised losses on available-for-sale marketable securities, net of tax*	Komponen ekuitas lainnya/ *Other equity components*	Saldo laba/*Retained earnings*		Jumlah ekuitas/ *Total equity*	
					Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2018	5,000,000	13,504	(375,648)	(109,571)	4,613,515	1,481,134	10,622,934	***Balance as at 31 December 2018***
Pembayaran dividen	-	-	-	-	-	(891,129)	(891,129)	*Dividend payments*
Laba bersih tahun berjalan	-	-	-	-	-	1,551,785	1,551,785	*Net profit for the year*
Penambahan cadangan modal ditempatkan	3,500,000	-	-	-	(3,500,000)	-	-	*Addition paid in-capital*
Reklasifikasi saldo cadangan umum	-	-	-	-	(139,101)	139,101	-	*Reclassification for general reserve*
Pembentukan cadangan umum	-	-	-	-	729,106	(729,106)	-	*Appropriation for general reserves*
Penghasilan/(rugi) komprehensif lain tahun berjalan - setelah pajak	-	-	147,650	(75,895)	-	-	71,755	*Other comprehensive income/(expenses) for the year - net of tax*
Saldo pada tanggal 31 Desember 2019	8,500,000	13,504	(227,998)	(185,466)	1,703,520	1,551,785	11,355,345	***Balance as at 31 December 2019***
Pembayaran dividen	-	-	-	-	-	(1,300,000)	(1,300,000)	*Dividend payments*
Laba bersih tahun berjalan	-	-	-	-	-	1,504,501	1,504,501	*Net profit for the year*
Pembentukan cadangan umum	-	-	-	-	251,785	(251,785)	-	*Appropriation for general reserves*
(Rugi)/penghasilan komprehensif lain tahun berjalan - setelah pajak	-	-	(12,460)	(54,398)	-	-	(66,858)	*Other comprehensive (expenses)/income for the year - net of tax*
Saldo pada tanggal 31 Desember 2020	8,500,000	13,504	(240,458)	(239,864)	1,955,305	1,504,501	11,492,988	***Balance as at 31 December 2020***

PT JASA RAHARJA
INDUK SAJA/*PARENT ONLY*

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2020
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari:			*Cash received from:*
Premi	4,180,226	4,689,748	*Premiums*
Klaim dan komisi reasuransi	35,076	31,059	*Reinsurance claims and commission*
Lain-lain	648,881	876,433	*Others*
Pengeluaran kas untuk:			*Cash disbursement for:*
Premi reasuransi	(50,541)	(87,092)	*Reinsurance premiums*
Beban akuisisi dan komisi	(346,852)	(409,369)	*Acquisition and commission expenses*
Klaim	(2,369,441)	(2,760,297)	*Claims*
Beban umum dan administrasi	(1,083,533)	(883,194)	*General and administrative expenses*
Pajak penghasilan	(192,996)	(288,017)	*Income taxes*
Lain-lain	(26,147)	(390,961)	*Others*
Arus kas bersih diperoleh dari aktivitas operasi	794,673	778,310	*Net cash flows provided from operating activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan hasil investasi	1,432,664	823,319	*Investment income received*
Penempatan investasi	(13,400,126)	(20,674,104)	*Placement of investments*
Penjualan dan pencairan investasi	12,576,359	20,044,392	*Sale and withdrawal of investments*
Perolehan aset tetap	(92,666)	(103,272)	*Purchase of fixed assets*
Penjualan aset tetap	10,053	7,183	*Sale of fixed assets*
Arus kas bersih diperoleh dari aktivitas investasi	526,284	97,518	*Net cash provided from investing activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran sewa	(7,617)	-	*Payment for leases*
Pembagian dividen kas	(1,300,000)	(891,129)	*Distribution of cash dividend*
Arus kas bersih digunakan untuk aktivitas pendanaan	(1,307,617)	(891,129)	*Net cash flows used in financing activities*
Kenaikan/(penurunan) bersih kas dan kas pada bank	13,340	(15,301)	***Net increase/(decrease) in cash and cash in banks***
Kas dan kas pada bank pada awal tahun	58,987	74,288	***Cash and cash in banks at the beginning of the year***
Kas dan kas pada bank pada akhir tahun	72,327	58,987	***Cash and cash in banks at the end of the year***

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