

# Growing **Strong** and **Sustainable**





## Introduction

This PT Mandiri Tunas Finance Annual Report 2023 contains financial condition, result of operation, policies, projection, plans, strategies and objectives of Mandiri Tunas Finance that are classified as forward-looking statements in accordance with applicable laws and regulations, except for those that are historical in nature. Such statements involve prospective risks, uncertainties and could cause actual developments to differ materially from those reported. Forward-looking statements in this Annual Report are based on assumptions about current and future conditions and the business environment in which Mandiri Tunas Finance conducts business. Mandiri Tunas Finance does not guarantee that the documents that have been confirmed as valid will bring certain results as expected. This Annual Report contains the words “the Company”, “MTF”, “Mandiri Tunas Finance” which are defined as PT Mandiri Tunas Finance which carries out the main business activities in the field of providing four-wheeled vehicle financing services, heavy equipment financing, and other financing. Occasionally the word “we” is used for convenience to refer to PT Mandiri Tunas Finance in general.

This annual report can be viewed and downloaded from the official website of Mandiri Tunas Finance at [www.mtf.co.id](http://www.mtf.co.id)

## About the 2023 Annual Report of PT Mandiri Tunas Finance

The main purpose of preparing the 2023 Annual Report of PT Mandiri Tunas Finance is to improve the Company's information disclosure to the relevant authorities by becoming a source of comprehensive documentation containing information on the Company's performance during the year. The information contains complete documentation describing the Company's profile, operational, marketing, and financial performance. Information on the duties, roles, and structural functions of the Company's organization that applies the concept of best practices and principles of Good Corporate Governance (GCG). In addition, this Annual Report also aims to build understanding and trust about Mandiri Tunas Finance by providing precise, balanced and relevant information. Shareholders and all other stakeholders can obtain adequate information regarding the policies that have been and will be carried out and the success of the Company's achievements in 2023. The Mandiri Tunas Finance Annual Report 2023 is presented in 2 (two) languages, namely Bahasa Indonesia and English in different books using a type and font size that is easy to read and printed in good quality.

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## Theme Explanation



# Growing Strong and Sustainable

The Indonesian economy is gradually improving following the government's removal of the PPKM policy in early 2023, which has led to an increase in consumer spending. The Indonesian multi-finance industry is experiencing rapid growth, dominated by investment financing, working capital, and multi-purpose financing. As a major player in the financing industry, Mandiri Tunas Finance (MTF) is preparing itself to seize the market and emerge as a leader.

Through the strategic theme "Building New Foundation to Win the Market," which means establishing a new foundation to enhance the company's performance in order to win the market. The main foundation of this strategic theme is the development of internal conditions as a fundamental for growth.

There are three strategic initiatives that have been implemented to achieve excellent performance: Growing the captive business segment originating from Bank Mandiri; Maintaining the business segment originating from dealers and partners; and Optimizing the database to add value to customers. In addition to these strategic initiatives, operational development of the Company is also conducted from several aspects.

One of them is digital transformation, which brings changes in customer behaviour. The MTF mobile facility is a digitalization program of the Company to serve existing customers such as payments, settlements, insurance claims, and additional orders, thereby enhancing the motor vehicle financing business while maintaining good financing quality.

The overall strategy is implemented optimally to substantiate MTF's vision and mission of becoming your Trusted Financing Partner, which can provide reliable, fast and easy service to customers.

# Theme Continuity



## Accelerating Performance

PT Mandiri Tunas Finance (the Company) aimed to accelerate the performance improvement that had been realized through a number of strategic initiatives under the theme “Elevate Business to the Next Level” in 2022. The guiding principle of this initiative is to improve business performance beyond what has been achieved thus far.

Three initiatives are being carried out. First, optimizing the captive market business by improving the collaboration model and synergizing with Bank Mandiri through Mandiri Group Referrals for individual and corporate customers.

Second, to encourage the acceleration of dealership-based business, which is the Company’s core business activity. Dealers are now the primary channel for delivering financing to customers.

Third, business diversification and database optimization through multipurpose financing and fintech channeling. The strategy is focused on making positive contributions. Thus, the Company expanded its marketing network to support these strategies by strengthening telemarketing teams and agents.

The strategic initiatives that have been implemented have positively impacted the Company’s performance, resulting in higher growth. Therefore, the Company believes that these results will continue to improve in the future.



## Reviving the Performance

After in 2020 MTF recorded a deep loss, in 2021 MTF returned to its original path by posting a net profit of IDR245.88 billion, in line with the conditions of the automotive industry and car sales that began to pick up and the Company’s ability to manage expansive and effective financing. Optimizing collection activities for customer installment receipts to continue to strengthen cash flow, selective in financing distribution and financing sourced from parent entity referrals that can mitigate risk and maintain credit quality; these steps have brought MTF back up to restore its performance.

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## Company Logo Meaning



The Mandiri Tunas Finance brand identity includes symbol, letter logo, colour, and tagline. Simply put, each item can be explained as follows:



### Lowercase Letters

The use of lowercase letters signifies a Hospitality attitude towards all business Segment that are entered by Bank Mandiri and shows shows a great desire to humbly serve all customers (customer centric).

### Dark Blue Letters

Represents comfort, calmness, soothing, noble heritage, stability, seriousness (respect), and durability (reliable). It symbolizes professionalism, a strong foundation, loyalty, trustworthiness, and high honor.



### Yellow Gold (Yellow to Orange)

A precious metal color that signifies grandeur, glory, prosperity, and wealth. It symbolizes activity, creativity, festivity, friendliness, fun and comfort.

### Golden Liquid Wave Shape

As a symbol of financial wealth in Asia that emphasizes the agile, progressive, forward-looking, excellent, flexible, and tough nature in facing all challenges that will be faced in the future.

## Best Achievements in 2023



### Income

(in million rupiah)

2023

Rp **4,752,900**

▲ 20,89% YoY

Income growth came from an increase in consumer financing income of 23.12%.

2022 Rp **3,931,508**



### Total Asset

(in million rupiah)

2023

Rp **29,727,392**

▲ 25.28% YoY

The total assets growth came from an increase in consumer financing receivables of 36.85%

2022 Rp **23,728,966**



### Income for the Year

(in million rupiah)

2023

Rp **1,161,101**

▲ 54.77% YoY

Profit growth comes from an increase in revenue of 20.89% (in million rupiah) & cost efficiency of 34.34%

2022 Rp **750,213**



### New Financing Contract Value

(in million rupiah)

2023

Rp **32,697,903**

▲ 17.75% YoY

The value of new financing contracts growth comes from an increase in used car financing of 45.16% YoY (Nominal Financing)

2022 Rp **27,769,264**



### New Contract Unit for Car Financing

(unit)

2023

**116,255**

▲ 11.54%YoY

The new contract units growth for car financing (units) sourced from an increase in used car financing of 30.11% YoY (Units)

2022 **104,229**



### NPL

(in percentage (%))

2023

0.70

The Company always maintains the quality of financing to create sustainable businesses

2022 0.72



### BOPO

(in percentage (%))

2023

57.99

The Company continues to maintain efficiency for business growth

2022 61.56



### Dividend

(in million rupiah)

2023

Rp 225,064

The Company distributes dividends to shareholders on business results in 2023

2022 Rp 49,175



### GCG Value by the Corporate Governance Perception Index

(score)

2023

83.1

The Company continues to make improvements to create better GCG

2022 82.3



### Electric Vehicle Financing

(unit)

2023

Rp 591,092

▲ 198.15% YoY

The Company continues to support sustainable finance through financing of environmentally friendly vehicles

2022 Rp 198,254

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# 01

## 2023 Performance





# Summary of Important Financial Data

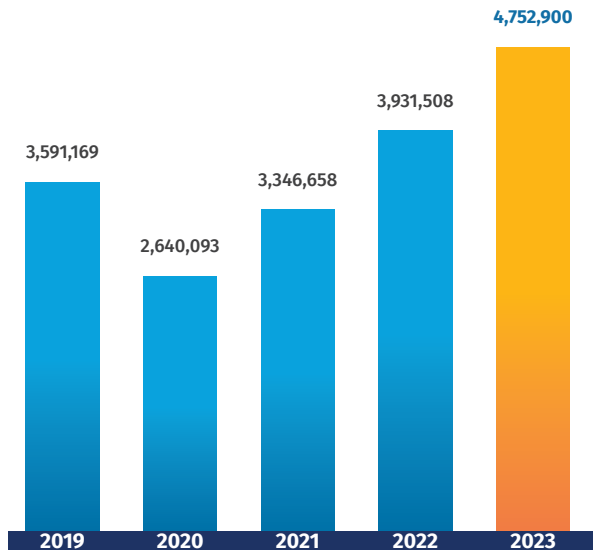
## Profit (Loss) and Other Comprehensive Income

In Rp million, unless otherwise stated

Information	2023	2022	2021	2020	2019
<b>Revenue</b>					
Consumer Financing	3,000,350	2,437,004	2,081,742	1,638,507	2,209,648
Finance Lease	652,751	565,529	461,973	339,446	427,484
Factoring	909	9,715	16,637	20,471	8,567
Deposit in Bank	17,134	15,163	11,597	23,054	15,000
Others - Net	1,081,756	904,097	774,709	618,615	930,470
<b>Total Revenue</b>	<b>4,752,900</b>	<b>3,931,508</b>	<b>3,346,658</b>	<b>2,640,093</b>	<b>3,591,169</b>
<b>Expenses</b>					
Financial Charges	(1,510,165)	(1,249,572)	(1,220,816)	(1,290,857)	(1,452,429)
Salaries and Benefits	(802,194)	(823,406)	(567,134)	(490,707)	(537,854)
General and Administration	(349,836)	(327,436)	(357,084)	(369,882)	(400,713)
<b>Provision for Impairment Losses</b>					
Consumer Financing	(697,613)	(487,604)	(750,111)	(779,850)	(561,340)
Finance Lease	(7,050)	(49,556)	(71,189)	(45,610)	(22,871)
Factoring	9,057	(11,063)	(430)	(278)	(1,058)
Other Receivables	96,127	(18,877)	(70,543)	(33,119)	(17,745)
<b>Total Expenses</b>	<b>(3,261,674)</b>	<b>(2,967,514)</b>	<b>(3,037,307)</b>	<b>(3,010,303)</b>	<b>(2,994,010)</b>
Income before Final Tax and Income Tax Expense	1,491,226	963,994	309,351	(370,210)	597,159
<b>Income Tax</b>					
Final Tax Expense	(3,427)	(3,033)	(2,319)	(4,611)	(3,000)
Income before Income Tax Expense	1,487,799	960,961	307,032	(374,821)	594,159
Income Tax Expense	(326,698)	(210,748)	(61,152)	(74,832)	(148,793)
<b>Income for the Year</b>	<b>1,161,101</b>	<b>750,213</b>	<b>245,880</b>	<b>(299,989)</b>	<b>445,366</b>
Attributable to Equity Holders of the Parent Entity	1,161,101	750,213	245,880	(299,989)	445,366
Attributable to Non-controlling Interest	-	-	-	-	-
Other Comprehensive Income – Net of Tax	798	(3,067)	37,435	20,094	(37,938)
<b>Total Comprehensive Income for the Year</b>	<b>1,161,899</b>	<b>747,146</b>	<b>283,315</b>	<b>(279,895)</b>	<b>407,428</b>
Attributable to Equity Holders of the Parent Entity	1,161,899	747,146	283,315	(279,895)	407,428
Attributable to Non-controlling Interest	-	-	-	-	-
Basic Earnings per Share (Full Rp Amount)	464	300	98	(120)	178

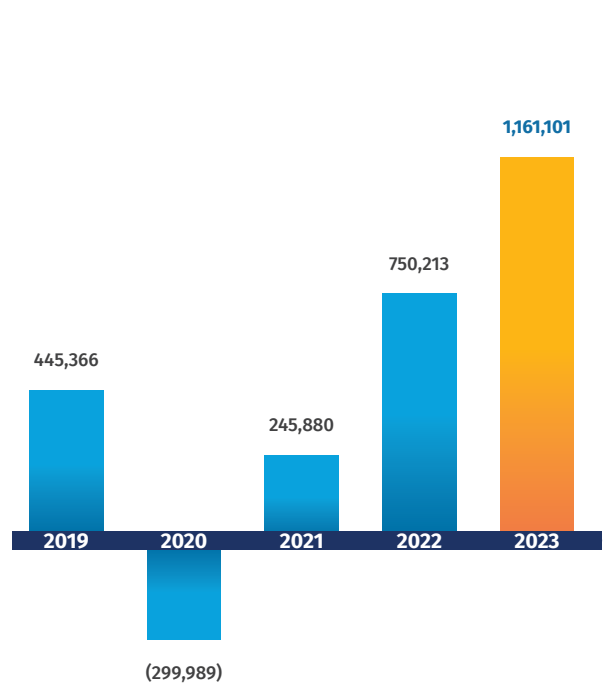
### Revenue

(Rp million)



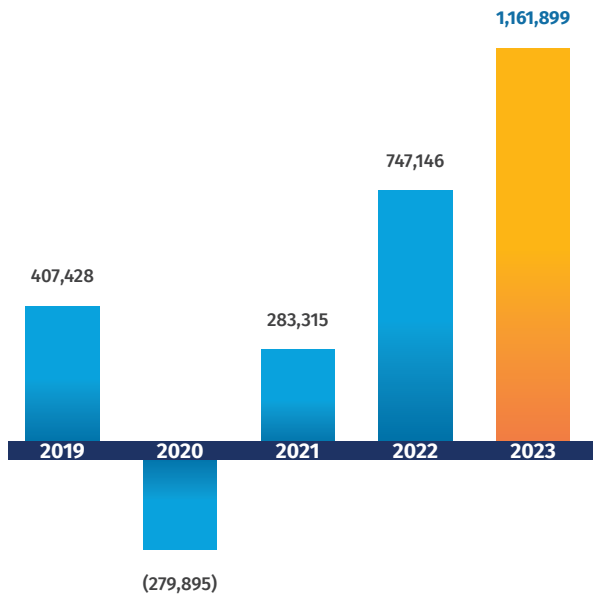
### Income for the Year

(Rp million)



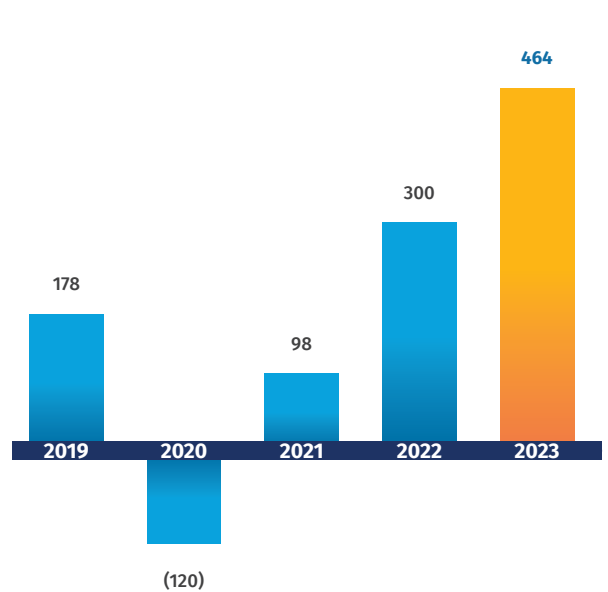
### Total Comprehensive Income for the Year

(Rp Juta)



### Basic Earnings per Share

(Full Rp)



## Balance Sheet

In Rp million, unless otherwise stated

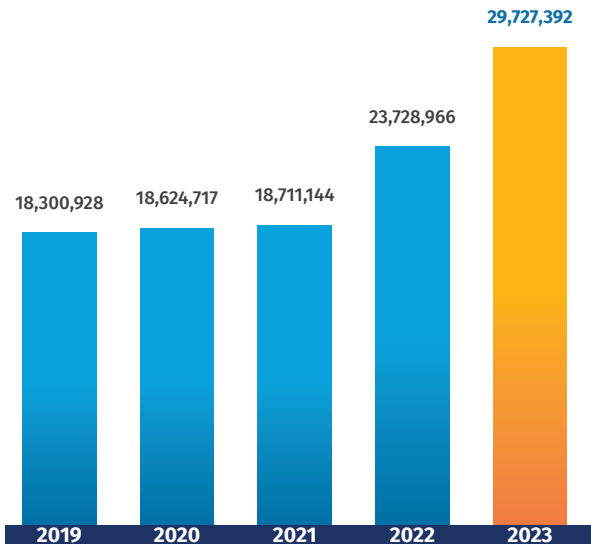
Description	2023	2022	2021	2020	2019
<b>ASSETS</b>					
<b>Cash and Cash Equivalents</b>					
Cash on Hand	18,194	13,602	7,748	11,182	6,869
<b>Cash in Banks</b>					
Third Parties	1,495	15,553	28,989	167,672	123,260
Related Parties	832,451	811,281	203,645	170,949	291,406
	852,140	840,436	240,382	349,803	421,535
<b>Consumer Financing Receivables</b>					
Third Parties	22,698,175	16,666,569	13,209,267	14,106,400	13,849,802
Related Parties	11,542	7,846	7,287	6,831	6,663
	22,709,717	16,674,415	13,216,554	14,113,231	13,856,465
Less: Allowance for Impairment Losses	(347,894)	(333,578)	(327,003)	(301,708)	(307,380)
	22,361,823	16,340,837	12,889,551	13,811,523	13,549,085
<b>Finance Lease Receivables</b>					
Third Parties	5,416,865	5,782,025	4,784,845	3,580,405	3,055,071
Less: Allowance for Impairment Losses	(69,293)	(138,679)	(129,789)	(92,737)	(7,982)
	5,347,572	5,643,346	4,655,056	3,487,668	3,047,089
<b>Factoring Receivables</b>					
Third Parties	35,758	42,469	153,232	165,847	116,650
Less: Allowance for Impairment Losses	(436)	(9,493)	(930)	(500)	(1,171)
	35,322	32,976	152,302	165,347	115,479
<b>Other Receivables</b>					
Third Parties	119,669	89,923	75,047	93,773	82,396
Related Parties	547,483	499,942	463,294	335,454	723,381
	667,152	589,865	538,341	429,227	805,777
Less: Allowance for Impairment Losses	(44,298)	(140,425)	(121,548)	(51,005)	(17,886)
	622,854	449,440	416,793	378,222	787,891
Deferred Tax Assets	100,789	116,452	77,750	136,099	73,072
Derivative Receivables	28,933	24,534	273	1,072	20,095
Fixed Assets	283,625	219,763	197,081	191,273	181,885
<b>Other Assets</b>					
Third Parties	93,432	60,931	81,856	103,710	103,025
Related Parties	902	251	100	-	1,772
<b>TOTAL ASSETS</b>	<b>29,727,392</b>	<b>23,728,966</b>	<b>18,711,144</b>	<b>18,624,717</b>	<b>18,300,928</b>

In Rp million, unless otherwise stated

Description	2023	2022	2021	2020	2019
<b>LIABILITIES</b>					
Trade Payables	1,017,137	702,291	601,051	499,376	516,540
<b>Other Payables</b>					
Third Parties	190,916	199,930	183,547	221,763	158,702
Related Parties	56,805	100,736	125,026	98,648	64,110
Current Tax Liabilities	112,000	125,498	7,506	-	23,336
<b>Accrued Expenses</b>					
Third Parties	257,626	308,087	189,374	179,965	247,713
Related Parties	4,472	3,535	3,333	3,186	2,183
<b>Bank Loans</b>					
Third Parties	15,242,400	12,748,612	7,794,675	9,267,985	8,760,648
Related Parties	2,891,252	1,944,839	1,795,735	1,207,074	1,064,082
	18,133,652	14,693,451	9,590,410	10,475,059	9,824,730
Unamortized Provision Cost	(36,937)	(31,564)	(25,056)	(31,584)	(23,404)
	18,096,715	14,661,887	9,565,354	10,443,475	9,801,326
<b>Securities Issued</b>					
Third Parties	5,002,750	3,876,405	4,877,850	3,992,000	3,592,300
Related Parties	693,000	468,500	621,000	886,000	1,137,700
	5,695,750	4,344,905	5,498,850	4,878,000	4,730,000
Unamortized Issuance Cost	(8,235)	(5,668)	(6,164)	(7,445)	(9,846)
	5,687,515	4,339,237	5,492,686	4,870,555	4,720,154
Derivative Payables	-	-	-	64,738	169,989
Employee Benefits Obligation	274,546	194,940	148,413	131,472	108,864
<b>TOTAL LIABILITIES</b>	<b>25,697,732</b>	<b>20,636,141</b>	<b>16,316,290</b>	<b>16,513,178</b>	<b>15,812,917</b>
<b>EQUITY</b>					
<b>Share Capital</b>					
Paid Up Capital	250,000	250,000	250,000	250,000	250,000
<b>Other Comprehensive Income:</b>					
Remeasurement of Employee Benefits Obligation – Net	(38,390)	(30,198)	(32,593)	(37,623)	(31,936)
Cumulative Profit / (Loss) on Derivative Instrument for Cash Flow Hedges - Net	2,802	(6,188)	(726)	(33,131)	(58,912)
<b>Retained Earnings</b>					
Appropriated	50,000	50,000	50,000	50,000	50,000
Unappropriated	3,765,248	2,829,211	2,128,173	1,882,293	2,278,859
<b>TOTAL EQUITY</b>	<b>4,029,660</b>	<b>3,092,825</b>	<b>2,394,854</b>	<b>2,111,539</b>	<b>2,488,011</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>29,727,392</b>	<b>23,728,966</b>	<b>18,711,144</b>	<b>18,624,717</b>	<b>18,300,928</b>

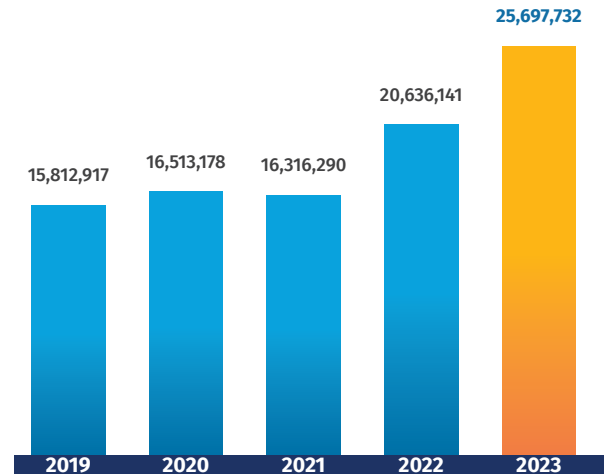
### Total Assets

(Rp million)



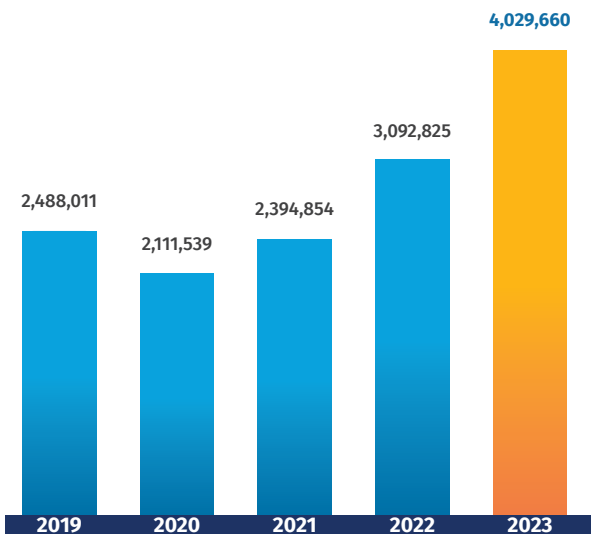
### Total Liabilities

(Rp million)



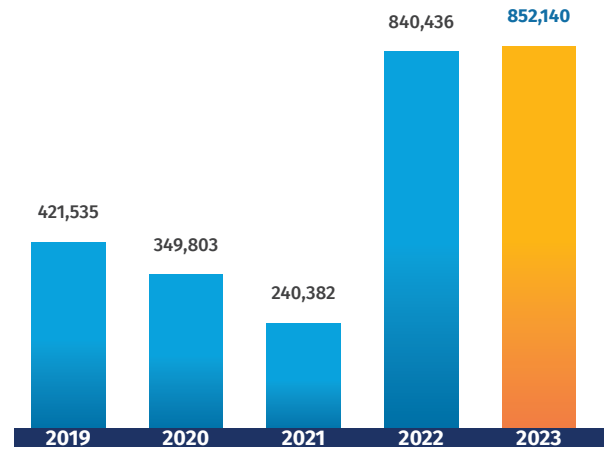
### Total Equity

(Rp million)



### Cash and Cash Equivalents at End of Year

(Rp million)





## Cash Flow

In Rp million, unless otherwise stated

Description	2023	2022	2021	2020	2019
Cash Flows from Operating Activities	(4,420,498)	(3,190,177)	225,754	(810,228)	(191,284)
Cash Flows from Investing Activities	(118,954)	(65,272)	(28,439)	(49,726)	(39,968)
Cash Flows from Financing Activities	4,551,156	3,855,503	(306,736)	788,222	397,847
Net Increase (Decrease) in Cash and Cash Equivalents	11,704	600,054	(109,421)	(71,732)	166,595
Cash and Cash Equivalents at Beginning of Year	840,436	240,382	349,803	421,535	254,940
Cash and Cash Equivalents at End of Year	852,140	840,436	240,382	349,803	421,535

## Financial Ratios

In percent, unless otherwise stated

Description	Unit	2023	2022	2021	2020	2019
<b>Profitability</b>						
Return on Assets	%	4.34	3.54	1.33	(1.66)	2.49
Return on Assets*	%	5.00	4.05	1.65	(1.99)	3.26
Average Return on Assets*	%	5.58	4.54	1.67	(2.05)	3.34
Return on Equity	%	28.81	24.26	10.27	(14.21)	17.90
Average Return on Equity	%	32.60	27.34	10.67	(12.45)	19.48
Total Income/Total Assets	%	15.99	16.57	17.89	14.18	19.62
Income Before Income Tax/ Revenue	%	31.38	24.52	9.24	(14.02)	16.63
Net Profit After Tax for the Year/ Revenue	%	24.43	19.08	7.35	(11.36)	12.40
Cost Efficiency Ratio	%	34.34	43.08	48.99	72.26	47.68
Current Ratio	(times)	1.10	1.32	1.04	1.03	1.12
<b>Productive Assets</b>						
Net Managed Financing Receivables	(Rp-million)	53,061,308	45,122,742	39,733,077	41,622,865	46,842,459
Financing Receivables-joint Financing	(Rp-million)	24,898,967	22,623,833	21,578,445	23,763,382	29,814,273
Non-performing Receivables under Management	%	0.70	0.72	0.97	0.78	0.75
<b>Liquidity</b>						
Total Liabilities/Total Assets	(times)	0.86	0.87	0.87	0.89	0.86
Total Liabilities/Total Equity	(times)	6.38	6.67	6.81	7.82	6.36
Interest Debt/Total Equity**	(times)	5.90	6.14	6.29	7.25	5.84

Note:

\*) Using the calculation of income before tax

\*\*) Gearing Ratio

## Operations Overview

Description	2023	2022	2021	2020	2019
<b>New Contract Unit by Type of Financing (Unit)</b>					
New Car	88,002	82,515	70,628	59,705	101,939
Used Car	28,253	21,714	15,310	9,459	12,761
Motorcycle	378	322	390	550	406
Others	5,238	34,539	7,796	63	50,943
<b>Total</b>	<b>121,871</b>	<b>139,090</b>	<b>94,124</b>	<b>69,777</b>	<b>166,049</b>
<b>Financing Contract Value by Type of Financing (Rp-million)</b>					
New Car	27,253,703	23,817,707	17,616,230	15,096,279	26,310,927
Used Car	5,371,351	3,700,357	2,882,289	1,585,676	2,219,196
Motorcycle	47,561	33,470	34,330	33,920	52,373
Others	25,288	217,730	87,715	23,681	197,146
<b>Total</b>	<b>32,697,903</b>	<b>27,769,264</b>	<b>20,620,564</b>	<b>16,739,556</b>	<b>28,779,642</b>
<b>Organization Overview</b>					
Total Customers	338,579	256,192	259,463	277,981	302,229
Total Branches	124	99	100	101	102
Total Human Resources	3,328	3,306	3,236	3,395	3,581

## Share Overview

Until the end of 2023, MTF did not issue its shares to be held by the public or by management or employees. Therefore, there is no information related to stock trading that includes:

1. Market capitalization based on prices on the Stock Exchange where the shares are listed;
2. Highest, lowest, and closing stock prices based on prices on the Stock Exchange where the shares are listed;
3. Volume of stock trading on the Stock Exchange where the shares are listed;
4. Information in the form of a graph that includes at least the closing price based on prices on the Stock Exchange where the shares are listed and the volume of stock trading on the Stock Exchange where the shares are listed for each quarter in the last 2 (two) fiscal years; and
5. Information on temporary suspension of stock trading in the last 2 (two) years.

The total number of shares of the Company is 2,500,000,000 shares, with PT Bank Mandiri (Persero) Tbk owning 1,275,000,000 shares or 51.00%, and PT Tunas Ridean Tbk owning 1,225,000,000 shares or 49.00%.

### Information About Corporate Actions

Throughout the year 2023, MTF did not undertake any corporate actions such as stock splits, reverse stock splits, bonus issues, or reduction of share nominal value.

### Share Dividend

Based on the Decision of the Shareholders outside the General Meeting of Shareholders to hold the Annual General Meeting of Shareholders of PT Mandiri Tunas Finance Fiscal Year 2022 ("Circular Resolution"), which was ratified and signed by the Company's Shareholders on June 27, 2023, the Shareholders made the following decision:

1. Approved and determined the use of the Company's Net Profit for Fiscal Year 2021 in the amount of Rp750,213,273,330 (seven hundred fifty billion two hundred thirteen million two hundred seventy-three thousand three hundred thirty rupiah). The details are as follows:
  - a. A total of 30% (thirty percent) of the Company's net profit is designated as dividends or an amount of Rp225,063,981,999 (two hundred twenty-five billion sixty-three million nine hundred eighty-one thousand nine hundred and ninety-nine rupiah);
  - b. A total of 70% (seventy percent) of the Company's net profit is determined as retained earnings amounting to Rp525,149,291,331 (five hundred twenty-five billion one hundred forty-nine million two hundred ninety-one thousand three hundred thirty-one rupiah).

2. Granted authority and power to the Company's Board of Directors to regulate the above-mentioned procedures for the implementation of dividend payments and the allocation of the Company's net profit in accordance with the applicable laws and regulations.

Subject	Dividend Payment in 2023 (for the 2022 Fiscal Year of Share Dividends)	Dividend Payment in 2022 (for the 2021 Fiscal Year of Share Dividends)
Amount of Dividend Distributed (Rp)	225,063,981,999	49,175,974,827
Cash Dividend per Share (Rp)	90.03	19.67
Dividend Distribution Ratio (%)	30%	20%
Announcement Date	June 28, 2023	June 17, 2022
Payment Date	July 6, 2023	June 24 and July 12, 2022

## Bonds, Sukuk, or Convertible Bonds Overview

### Bond

In 2023, the Company issued the Continuous Public Offering of Series VI Mandiri Tunas Finance Bonds Phase I Year 2023 and the Continuous Public Offering of Series VI Mandiri Tunas Finance Bonds Phase II Year 2023. Below is a table of bonds that are still outstanding and unpaid as of December 31, 2023. All bonds issued by the Company are done through the Indonesia Stock Exchange (IDX). Apart from the bonds listed below, the Company did not issue any other securities.

Year	Name of Bonds	Rating	Total (Rp)	Interest Rate	Interest Payments Frequency	Date of Issuance	Due Date	Status
2019	MTF Continuing Bonds IV Phase I Series B	idAA+	200,000,000,000	9,75% p.a	Every 3 (three) months	January 8, 2019	January 8, 2019	Active/Not Yet Paid Off
	MTF Continuing Bonds IV Phase II Series B	idAA+	658,000,000,000	9,50% p.a	Every 3 (three) months	July 26, 2019	July 26, 2024	Active/Not Yet Paid Off
2020	MTF Continuing Bonds V Phase I Series A	idAA+	386,000,000,000	8,60% p.a	Every 3 (three) months	August 13, 2020	August 13, 2025	Active/Not Yet Paid Off
2021	MTF Continuing Bonds V Phase II Series A	idAA+	915,150,000,000	7,00% p.a	Every 3 (three) months	May 20, 2021	May 20, 2024	Active/Not Yet Paid Off
	MTF Continuing Bonds V Phase II Series B	idAA+	485,700,000,000	7,65% p.a	Every 3 (three) months	20 Mei 2021	May 20, 2026	Active/Not Yet Paid Off
2022	MTF Continuing Bonds V Phase III Series A	idAA+	851,440,000,000	5,90% p.a	Every 3 (three) months	February 23, 2022	February 23, 2025	Active/Not Yet Paid Off
	MTF Continuing Bonds V Phase III Series B	idAA+	376,615,000,000	6,75% p.a	Every 3 (three) months	February 23, 2022	February 23, 2027	Active/Not Yet Paid Off
2023	MTF Continuing Bonds VI Phase I Series A	idAAA	439,660,000,000	6,00% p.a	Every 3 (three) months	July 11, 2023	July 11, 2026	Aktif/Belum Lunas
	MTF Continuing Bonds VI Phase I Series B	idAAA	252,075,000,000	6,25% p.a	Every 3 (three) months	July 11, 2023	July 11, 2028	Aktif/Belum Lunas
	MTF Continuing Bonds VI Phase II Series A	idAAA	804,175,000,000	6,50% p.a	Every 3 (three) months	September 27, 2023	September 27, 2026	Aktif/Belum Lunas
	MTF Continuing Bonds VI Phase II Series B	idAAA	326,935,000,000	6,75% p.a	Every 3 (three) months	September 27, 2023	September 27, 2028	Aktif/Belum Lunas

Note: The rating results are the ratings assigned to bonds at the initial bond registration carried out by PEFINDO.

# Awards and Certifications

## Awards



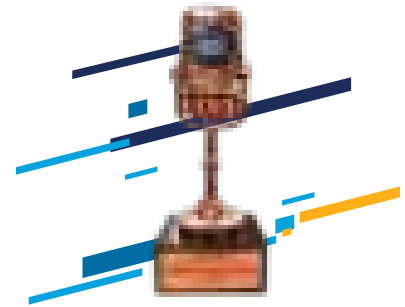
### Mandiri Subsidiaries Award 2022

The Most Profitable Subsidiaries  
of The Year 2022



### The Best CEO 2022

Pinohadi G. Sumardi as Best CEO  
with Distinction Category Company  
with > 1000 Employees



### Marketeers Youth Choice Award 2023

Leasing Company Chosing  
by Gen Z



### TOP CSR Awards 2023

PT Mandiri Tunas Finance as a  
Top CSR Awards 2023 #Star 4



### TOP CSR Awards 2023

Pinohadi G. Sumardi as a  
Top Leader on CSR Commitment  
2023



### Marketeers Omni Brands of The Year 2023

Brand Of The Year 2023  
Online - Offline Activation



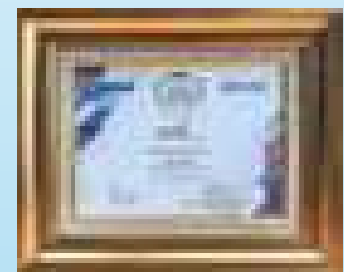
### BUMN Entrepreneurial Marketing Awards 2023

Bronze Winner  
The Most Promising Company in  
Tactical Marketing  
(Subholding and Subsidiary  
Category)



### BUMN Entrepreneurial Marketing Awards 2023

Bronze Winner  
The Most Promising Company in  
Branding Campaign  
(Subholding and Subsidiary  
Category)



### Infobank 12<sup>th</sup> Digital Brand Awards 2023

The 3<sup>rd</sup> Best Multifinance  
Company



**The 8<sup>th</sup> Annual SPEx2 DX Awards 2023**

The Best Company in Performance Growth in Financing Industry



**Sustainable Marketing Excellence 2023**

Automotive Financing of The Year 2023



**Indonesia Best BUMN Awards 2023**

Best SOE 2023 with Top Financial Performance and Financing Business Diversification Category Subsidiary



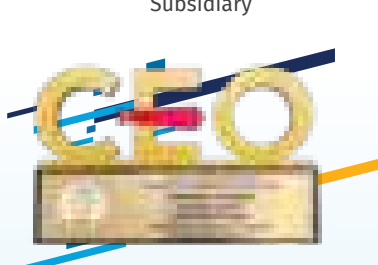
**Top Digital Awards 2023**

PT Mandiri Tunas Finance as a Top Digital Implementation 2023 #Star 5



**Top Digital Awards 2023**

Pinohadi G. Sumardi as a Top Leader on Digital Implementation 2023



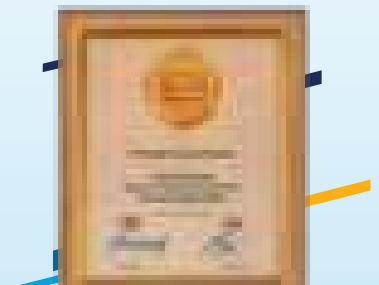
**Infobank Top 100 CEO & The Next 200 Leaders Forum 2023**

Pinohadi G. Sumardi as a Top 100 CEO 2023



**Infobank Top 100 CEO & The Next 200 Leaders Forum 2023**

William Francis Indra as The Next 200 Leaders 2023



**Indonesia Good Corporate Governance Award 2023**

Trusted Company Based on Corporate Governance Perception Index (CGPI)



**Indonesia Customer Service Champions 2023**

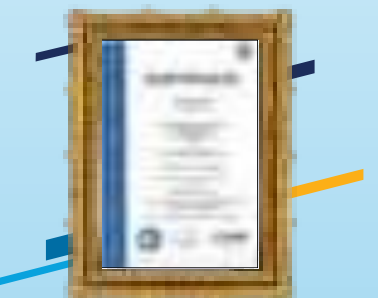
Excellent in Indonesia Customer Service Champions 2023



**Indonesia Information Technology Award 2023**

The Best IT for Multifinance Company 2023 - Platinum Award (A) Very Excellent

**Certifications**



**ISO 27001**

Information Security Management System, PT TUV Nord Indonesia May 22, 2023-October 25, 2025

## Events Highlights



January 20, 2023  
Executive Lounge, Graha Mandiri, Jakarta

### **Executive Interview with Mr. Pinohadi G. Sumardi by SWA Media**

An exclusive interview conducted by SWA Media with Mandiri Tunas Finance, discussing the performance achievements of MTF in 2022 and insights into effective work strategies according to the President Director of Mandiri Tunas Finance, Mr. Pinohadi G. Sumardi. The interview took place at the Executive Lounge, Graha Mandiri, Jakarta, on January 20, 2023.



February 6, 2023  
3A Floor Hall, Graha Mandiri, Jakarta

### **14<sup>th</sup> Anniversary Celebration of MTF and Inauguration of New MTF Workspace**

Mandiri Tunas Finance celebrates its 14th Anniversary with a traditional rice cone cutting ceremony and communal prayer at the 3A Floor Hall, Graha Mandiri, Jakarta on February 6, 2023. As part of the 14th Anniversary Celebration, there is also the inauguration of the new MTF workspace, which takes place at the MTF Head Office.



February 14, 2023  
Customer Experience Lounge MTF, Jakarta

### **Press Conference Unveiling MTF Digital Service**

Mandiri Tunas Finance introduces an innovative breakthrough with the launch of MTF Digital Service. This service is accessible to customers through Digital Service Points and a mobile application. The digital service includes a document vending machine that customers can utilize to retrieve vehicle registration documents, enhancing MTF's commitment to providing fast and easy services. The Press Conference Launching MTF Digital Service takes place at the Customer Experience Lounge MTF, Jakarta, on February 14, 2023.



February 20, 2023  
Djakarta Theater Thamrin, Jakarta

### **MTF 2023 National Work Meeting and 14th Anniversary Celebration**

The MTF 2023 National Work Meeting (Rakernas) was attended by the Board of Commissioners, Board of Directors, Division Heads, Regional Heads, Deputy Regional Heads, Deputy Division Heads, Department Heads, and Branch Managers of MTF from all over Indonesia. It was held at Djakarta Theater Thamrin, Jakarta, on February 20, 2023. The Rakernas concluded with the 14th Anniversary Celebration of MTF, attended by all employees from the Head Office.



February 22, 2023  
Auditorium Plaza Mandiri, 3rd Floor, Plaza Mandiri, Jakarta

### **Receipt of Mandiri Subsidiaries Award 2022**

Mandiri Tunas Finance has been honored at the Mandiri Subsidiaries Award 2022, organized by PT Bank Mandiri (Persero) Tbk, as The Most Profitable Subsidiary of the Year 2022. The award was directly received by Pinohadi G. Sumardi, the President Director of Mandiri Tunas Finance, at Plaza Mandiri, Jakarta, on February 22, 2023.



February 23, 2023  
Endah Andansih Mosque, Purwakarta

#### **CSR Contribution of Mosque Carpet Donation at Endah Andansih Mosque in Purwakarta**

As part of its Corporate Social Responsibility (CSR) initiatives, Mandiri Tunas Finance undertook a religious philanthropic activity by donating prayer equipment in the form of long mosque carpets to Endah Andansih Mosque, Purwakarta, on February 23, 2023.



March 4, 2023  
Manson Pine, Kota Baru Parahyangan, Bandung

#### **5<sup>th</sup> Indonesia International Merceday-Benz**

Mandiri Tunas Finance proudly serves as the main sponsor for the exclusive event catering to Mercedes-Benz enthusiasts, the 5th Indonesia International Merceday-Benz, held at Manson Pine, Kota Baru Parahyangan, Bandung on March 4, 2023. During the event, Mandiri Tunas Finance also launched a Special 5th Indonesia International Merceday-Benz Event Promo, exclusively available to regular individual customers of MTF Premium.



March 11, 2023  
Jakarta International Expo Kemayoran, Jakarta

#### **Received of Marketeers Youth Choice Award 2023**

Through various marketing campaigns and digital sales channels, as well as the execution of MTF VirtuFest, Mandiri Tunas Finance successfully increased the number of new customers from the younger generation, as evidenced by winning the Marketeers Youth Choice Award 2023 organized by Marketeers Media as the Gen Z Preferred Leasing Company.



March 29 & April 3, 2023  
Imam Bonjol Street, In Front of Graha Mandiri Building, Jakarta

#### **MTF Sharing Takjil for Ramadan 2023**

As part of Mandiri Tunas Finance's Corporate Social Responsibility (CSR) efforts during the month of Ramadan 1444 H, themed "Let's spread kindness in this blessed month," we conducted the distribution of takjil (light snacks for breaking the fast) for motorists and pedestrians along Imam Bonjol Street in front of the Graha Mandiri Building, Jakarta, for 2 days on March 29 and April 3, 2023.



April 6, 2023  
3A Floor Hall, Graha Mandiri, Jakarta

#### **Executive Interview with Mr. William Francis Indra by Marketeers**

An exclusive interview conducted by Marketeers Media with Mandiri Tunas Finance discussing MTF's business strategy both before and after the COVID-19 pandemic, leading to the achievement of the highest profit record in the company's history. The interview was conducted with Mr. William Francis Indra, Director of Mandiri Tunas Finance, at the 3A Floor Hall, Graha Mandiri, Jakarta, on April 6, 2023.



April 6, 2023  
3A Floor Hall, Graha Mandiri, Jakarta

#### Ramadan Study, Iftar Gathering, and Orphanage Aid MTF 2023

During the month of Ramadan 1444 H, Mandiri Tunas Finance adorned its activities with the organization of Ramadan Study, Iftar Gathering, and Orphanage Aid MTF 2023. The agenda included a Ramadan Talkshow themed "Emulating the Morals of the Prophet Muhammad (SAW)" with Sheikh Ahmad Al Misry conducted via Zoom Meeting. The study session concluded with an Iftar Gathering for MTF, held in a hybrid format featuring the distribution of Iftar Hampers and Ramadan Kits to all MTF employees at the Head Office and Fleet locations.



April 6, 2023  
CGV FX Sudirman, Jakarta

#### Received of Marketeers Omni Brands of The Year 2023 Award

Mandiri Tunas Finance once again received recognition at the Marketeers Omni Brands Of The Year 2023 event organized by Marketeers Media, this time as the Brand Of The Year 2023.



April 12, 2023  
Shangri-La, Jakarta

#### Received of Infobank 12<sup>th</sup> Digital Brand Awards 2023

Mandiri Tunas Finance once again received recognition at the Infobank 12<sup>th</sup> Digital Brand Awards 2023 organized by Infobank, this time as the 3<sup>rd</sup> Best Multifinance Company in the Financing Company Category with Assets >10 Trillion.



May 17, 2023  
Jakarta International Expo Kemayoran, Jakarta

#### PEVS 2023 Press Conference

In support of the Government's initiative to develop the electric vehicle industry in Indonesia, Mandiri Tunas Finance participated offline at the Periklindo Electric Vehicle Show (PEVS) 2023 automotive exhibition at the Jakarta International Expo Kemayoran, Jakarta on May 17, 2023. During this exhibition, MTF served as the Official Leasing Partner, offering various special deals for the purchase of new electric vehicles, as well as other attractive offers for multifunction or CashAja transactions.



June 6, 2023  
Assembly Hall, 10th Floor, Menara Mandiri 2, Jakarta

#### Investor Gathering 2023 by PT Mandiri Tunas Finance

Mandiri Tunas Finance organizes the Investor Gathering 2023 as an opportunity to present the Company's performance and establish relationships with investors for potential positive collaborations in the future.





June 7, 2023  
Raffles Hotel, Jakarta

#### Received of Top CSR Awards 2023

Mandiri Tunas Finance proudly received two awards at the Top CSR Awards 2023 event organized by Top Business. The awards include Top CSR Awards 2023 #STAR 4 and Mr. Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance, receiving the Top Leader on CSR Commitment 2023 award.



June 14, 2023  
Grand Atrium Kota Kasablanka, Jakarta

#### Received of BUMN Entrepreneurial Marketing Awards 2023

Mandiri Tunas Finance proudly received two awards at the BUMN Entrepreneurial Marketing Awards 2023 event organized by Marketeers. The awards include Bronze Winner for The Most Promising Company in Tactical Marketing and Branding Campaign in the Subholding & Subsidiary Category.



June 18, 2023  
Candi Prambanan, Sleman, Yogyakarta

#### Mandiri Jogja Marathon 2023

Mandiri Tunas Finance, as one of the subsidiaries of Bank Mandiri, supports the Mandiri Jogja Marathon 2023 event as part of the excellent collaboration within the Mandiri Group. Participants of the marathon and the general public can also visit the Mandiri Tunas Finance booth to have the chance to win various exciting prizes by participating in the provided games. A fun spinwheel and local superhero icons, such as Gatotkaca, beloved by the Javanese community, are also present courtesy of MTF specifically for the Mandiri Jogja Marathon 2023.



June 29, 2023  
Griya Mandiri Cilandak, Jakarta

#### MTF Qurban for Eid al-Adha

In celebration of Eid al-Adha 1444 H, Mandiri Tunas Finance participated in the Meraih Taqwa dengan Berbagi Kurban (Attaining Piety by Sharing Qurban) Program for the year 2023. MTF sacrificed a 900 kg cow to distribute its meat to deserving individuals in the Greater Jakarta area (Jabodetabek).



July 6, 2023  
JS Luwansa Hotel, Jakarta

#### Receipt of The 8<sup>th</sup> Annual SPEX2 DX Awards 2023

Mandiri Tunas Finance was honored at The 8th Annual SPEX2 DX Awards 2023, organized by Kontan Magazine, as The Best Company in Performance Growth in the Financing Industry. The award was directly received by B. Perana Citra Ketaren, Chief AR Management & Digital at Mandiri Tunas Finance.



July 12, 2023  
CGV FX Sudirman, Jakarta

#### Received of Sustainable Marketing Excellence Award 2023

Thanks to the success of being the Official Leasing Partner of the Periklindo Electric Vehicle Show (PEVS) 2023 and making a positive impact on economy enhancement, people empowerment, and planet reservation, Mandiri Tunas Finance has been honored at the Marketeers Sustainable Marketing Excellence (SME) Award 2023, organized by Marketeers Media, as the Green Automotive Financing of the Year. The award was directly received by Afri Feder Fauzi, Chief Marketing Officer at Mandiri Tunas Finance.



July 12, 2023  
Menara Mandiri, Jakarta

#### Received of Award at Mandiri ESG Festival

Mandiri Tunas Finance was honored at the Mandiri ESG Festival event organized by PT Bank Mandiri (Persero) Tbk. The award was directly received by Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance.



August 10-11, 2023  
Best Western Premier Panbil and Palm Springs Golf & Country Club, Batam

#### Mandiri Group Q2 2023 Board Forum

Mandiri Tunas Finance proudly hosted the Mandiri Group Q2 2023 Board Forum, held on August 10-11, 2023 at Best Western Premier Panbil, Batam. The theme of the Q2 2023 Board Forum was "Empowering Indonesia's Ascent: Mandiri Group's Role in the Emergence of a Global Economic Leader." This event, attended by all subsidiaries of Bank Mandiri, concluded with the Mandiri Group Fun Golf Tournament.



August 11, 2023  
Panbil Nature Reserve, Batam

#### Environmental Care through MTF Tree Planting

As a continuation of the Environmental Care Program during the Mandiri Group's Q2 2023 Board Forum activities in August 2023, Mandiri Tunas Finance reaffirmed its commitment to the Environmental, Social, and Governance (ESG) program by planting a total of 1,200 tree seedlings.



August 25, 2023  
Menara Mandiri, Jakarta

#### Porseni Bank Mandiri 2023

Mandiri Tunas Finance participated in the Bank Mandiri Sports Event 2023. The opening ceremony of the sports event commenced with a Parade Defille featuring all athletes and contingents at Menara Mandiri on August 25, 2023. One of the awards received by Mandiri Tunas Finance during the Bank Mandiri Sports Event 2023 was the 1st Place in the Men's Basketball Competition.



September 4, 2023  
Graha Mandiri, Jakarta, and all MTF branches

#### **National Customer Day (Harpelnas) 2023**

Mandiri Tunas Finance once again celebrated National Customer Day (Harpelnas) 2023 on September 4, 2023. MTF provided special services to all MTF customers under the theme "Customer Smile, Our Smile Too," aiming to ensure that all customers smile through the satisfaction of MTF services. To support the acceleration of electric vehicle usage in line with the government's ESG implementation strategy, MTF also provided display units and electric vehicle test drives at Graha Mandiri, along with special promotions and offers for both conventional and electric vehicles as part of the Harpelnas 2023 celebration.



September 27, 2023  
Le-Meridien Hotel, Jakarta

#### **Receipt of Indonesia Best BUMN Awards 2023**

Mandiri Tunas Finance was honored at the Indonesia Best BUMN Awards 2023 organized by Warta Ekonomi as the Best State-Owned Enterprise (SOE) 2023 with Top Financial Performance and Financing Business Diversification in the Subsidiary Category.



October 7-8, 2023  
East Senayan Parking Lot, Jakarta

#### **Mandiri Karnaval 2023**

In celebration of Bank Mandiri's 25th Anniversary, Mandiri Tunas Finance participated in the Mandiri Carnival 2023 with an open booth for a vehicle show and special promotions commemorating Bank Mandiri's Anniversary. The vehicle show took place over 2 days on October 7-8, 2023.



October 7-8, 2023  
East Senayan Parking Lot, Jakarta

#### **ESG Tree Planting with Mandiri Group**

In support of the Government's program to reduce air pollution in Indonesia, especially in the DKI Jakarta Province, Mandiri Tunas Finance is committed to the Corporate Social and Environmental Responsibility (CSR) program by providing 2,500 tree seedlings to the surrounding community together with the Mandiri Group. The distribution of tree seedlings took place over 2 days on October 7-8, 2023.



October 13, 2023  
Palembang Indah Mall, Palembang

#### **APPI Multifinance Day 2023 Literacy and Education Event**

Mandiri Tunas Finance participated in the Multifinance Day 2023 as a demonstration of the Company's active role in promoting financial literacy and education in financing. This aligns with the fulfillment of obligations for educational activities and financial inclusion as stipulated in POJK No. 3 of 2023 concerning the Enhancement of Literacy & Financial Inclusion in the Financial Services Sector for Consumers and the Community.



October 18, 2023  
Marina Convention Center, Semarang

#### **GIIAS Semarang 2023 Press Conference**

Mandiri Tunas Finance once again participated as the Official Leasing Partner at the Gaikindo Indonesia International Auto Show (GIIAS) 2023 automotive exhibition. Held at the Marina Convention Center, Semarang, Central Java from October 18 to 22, 2023, this exhibition marked the conclusion of the GIIAS 2023 series and the second time it was held in the city of Semarang. MTF, in support of the exhibition, provided various special offers, programs, and attractive promotions for the purchase of new cars and multifunctional financing or CashAja.



November 23, 2023  
Ampitheater Customer Experience Lounge, Graha Mandiri, Jakarta

#### **MTF Blood Donation 2023**

To assist others and reduce the risk of diseases, Mandiri Tunas Finance organized a CSR Blood Donation event held at the MTF Head Office, Graha Mandiri, Jakarta. Donors were welcome from both the general public and MTF employees.



December 4, 2023  
Raffles Hotel, Jakarta

#### **Received of Top Digital Awards 2023**

Mandiri Tunas Finance once again received two awards at the Top Digital Awards 2023 event organized by IT Works. The awards include Top Digital Implementations 2023 #STARS 5 and Mr. Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance, receiving the Top Leader on Digital Implementation 2023 award. The awards were directly received by Mr. Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance, and Mr. B. Perana Citra Ketaren, Chief AR Management & Digital, at Raffles Hotel, Jakarta on December 4, 2023.



December 5, 2023  
Four Seasons Hotel, Jakarta

#### **Receipt of Infobank Top 100 CEO & The Next 200 Leaders Forum 2023 Awards**

Mandiri Tunas Finance once again received two awards at the Infobank Top 100 CEO & The Next 200 Leaders Forum 2023 event organized by Infobank. Mr. Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance, successfully received the Top 100 CEO 2023 award. Additionally, Mr. William Francis Indra, Director of Mandiri Tunas Finance, also received The Next 200 Leaders Forum 2023 award.



December 18, 2023  
Paul Bakery, Pondok Indah Mall 3, Jakarta

#### **MTF Autofiesta Jakarta 2023 Press Conference**

Mandiri Tunas Finance once again organized the annual automotive exhibition titled MTF Autofiesta. Located at Pondok Indah Mall (PIM) 3 - West Atrium, MTF held the Autofiesta Jakarta 2023 event from December 18 to 24, 2023. Collaborating with several partner dealers, MTF showcased various car models in the exhibition area, allowing customers to choose vehicles according to their needs. Through MTF Autofiesta, MTF aims to drive automotive sales growth and contribute to the future of the Indonesian automotive industry.



December 20, 2023  
Executive Lounge, Graha Mandiri - Zoom Meeting

#### **Board Teaching by Mr. William Francis Indra, Director of MTF in Sebelas Maret University**

Mandiri Tunas Finance once again organized the Board Teaching session in 2023 for students of the Faculty of Economics at Sebelas Maret University, Solo. The discussion focused on the multifinance industry and was delivered by Mr. William Francis Indra, Director of Mandiri Tunas Finance, via Zoom Meeting.



December 20, 2023  
Shangri-La Hotel, Jakarta

#### **Received of Indonesia Good Corporate Governance Award 2023**

Mandiri Tunas Finance once again received the CGPI 2022 award at the Indonesia Good Corporate Governance Award 2023 organized by SWA Media and IICG in the Trusted Company Based on Corporate Governance Perception Index (CGPI) category. The award was directly received by Mr. Pinohadi G. Sumardi, President Director of Mandiri Tunas Finance, at Shangri-La Hotel, Jakarta on December 20, 2023.

# 02

## Management Report





## Board of Commissioners Report



**Rico Adisurja Setiawan**  
President Commissioner



## Dear all Shareholders and Stakeholders,

First of all, allow us to present the Board of Commissioners of PT Mandiri Tunas Finance to commence this report by expressing our gratitude to the Almighty for the excellent performance and achievements of the Company. This is the result of the hard work and synergy of all Company personnel in implementing the business strategy designed by the management. We will continue to commit to improving performance and strengthening the Company's position, thereby providing greater benefits to all stakeholders.

In this report, we will provide a brief overview of the performance of the Board of Directors and the implementation of strategies, our perspectives on business prospects, and our perspective on corporate governance practices throughout 2023.

### Board of Commissioner's Assessment of the Board of Directors Performance

In assessing the performance of The Board of Directors, the Board of Commissioners employs several evaluation criteria, including problem-solving abilities, sales improvement capabilities, and the ability to increase the Company's profits. The Board of Commissioners assessment of the Board of Directors is reflected in the Key Performance Indicators (KPIs) set by the Shareholders. These KPIs serve as guidelines for the Board of Commissioners to oversee the Board of Directors in conducting the Company's business activities. The Directors KPIs are divided into 4 perspectives:

1. Financial perspective, consisting of Net Income, Pre-Provision Operating Profit, Return on Equity, and Gearing Ratio;
2. Customer perspective, consisting of Bad Joint Finance, Market Share - Bad OJK, and Captive Portion Financing;
3. Internal Business Process perspective, consisting of Finance at Risk, FAR Coverage, Cost of Credit, Cost Efficiency Ratio, IT Requirement Fulfillment, and MSPMG Fulfillment; and
4. Development perspective, consisting of Project Sydney Implementation and Automotive B2B & B2B2C Business Ecosystem Study.

The Board of Commissioners particularly appreciates the Directors ability to manage the Company in line with the vision and mission, and under the strategic direction and work programs planned. The Board of Commissioners believe that the Directors performance is satisfactory because they have successfully maintained and improved operational performance and have been able to overcome existing challenges. Customer trust and satisfaction in the Company are key external factors in supporting above-average market growth compared to other similar companies. This indicates that the Directors are capable of making sound decisions and implementing strategic initiatives effectively and efficiently.

### Board of Commissioners Perspective on Targets

The Company has indeed set targets for 2023, taking into account both internal and external conditions. The establishment of these targets and strategies is in line with the guidance and monitoring results conducted by the Board of Commissioners during joint meetings with the Board of Directors. In 2023, numerous business achievements have surpassed the set targets, including revenue and net income for the fiscal year, which amounted to Rp4.75 trillion and Rp1.16 trillion respectively. Business revenue increased by 20.89% compared to the previous year, while the company's net income grew by 54.77% by the end of 2023.

Additionally, the total disbursement of new financing amounted to Rp32.69 trillion, representing a growth of 17.75% compared to 2022, which was valued at Rp27.76 trillion. In the automotive market sector, the number of new car units financed by the Company also increased by 6.65% to 88,002 units compared to 82,515 units in 2022. The Company also successfully increased the value of financing for electric vehicles by 198.15%, amounting to Rp591.09 billion. All these achievements represent remarkable accomplishments that will serve as the foundation for realizing MTF's vision to become a Reliable Financing Partner.

### Monitoring Function of the Board of Commissioners and Its Work Relations with the Board of Directors, as well as the Monitoring of Formulation and Implementation of the Company's Strategy

The monitoring role of the Board of Commissioners is conducted through the regular and intensive involvement of the Board of Commissioners in guiding the preparation of the Company's work plans and strategic initiatives for the Board of Directors. The Board of Commissioners and the Board of Directors hold joint meetings to discuss

various agendas related to work plans, operations, business opportunities, and strategic issues that require the approval of the Board of Commissioners. This meeting serves as a coordination mechanism to discuss periodic reports from the Board of Directors and provide responses, notes, and advice, which are documented in meeting minutes. Additionally, monitoring and review of strategies are also conducted through the reports presented by committees under the Board of Commissioners or through other written communication channels.

The Board of Commissioners held a total of 6 internal meetings and 5 joint meetings with the Board of Directors throughout 2023. The Board of Commissioners continuously monitors the formulation and implementation of the Company's strategies and policies. The Board of Commissioners also oversees the sustainability of implementing Good Corporate Governance (GCG), including risk management, and the development of the Company's sustainability strategy as outlined in the Sustainable Financial Action Plan (RAKB), which are crucial for the Company's development.

Overall, we believe that the Board of Directors has effectively implemented the Company's strategy into policies and actions that have successfully increased market share and positioned the Company for future growth. In the future, the Board of Commissioners will continue to monitor the policies and strategies implemented by the Board of Directors to ensure that management consistently applies risk management practices to achieve sustainable growth.

### Perspective on the Company's Business Prospects

The Board of Commissioners embraces the Management's optimism regarding the Company's business prospects in 2024, amidst projections from various institutions, most of which predict that Indonesia's economic growth in 2024 will remain stable at around 5.0% (YoY). Some institutions that have projected Indonesia's economic growth in 2024 including the World Bank at 4.9%, ADB and IMF at 5.0%, and OECD at 5.2%. The Indonesian Government has set a target of 5.2% economic growth for Indonesia in 2024.

The Board of Commissioners evaluates that the conditions in 2023 were quite challenging due to geopolitical factors in Indonesia, but growth opportunities still exist, especially after the presidential and legislative elections. The Financial Services Authority (OJK) projects that the Financing Industry's growth rate could reach a minimum average of 8% in the period 2024-2027, provided that Indonesia's real GDP growth is 5.5%, the inflation rate is between 1.5-3.5%, there is no influence of COVID-19, automotive and heavy equipment financing grows at around 5% annually, and the growth rate of other types of businesses will average 17% annually in the next 5 years. Therefore, GAIKINDO projects

relatively stable growth in new car sales at 1.1 million units, and APPI projects a growth rate in financing receivables from multifinance companies of 12-13% in 2024.

Considering the work and strategic plans prepared by the Board of Directors for the year 2024, as well as MTF's solid performance in 2023, the Board of Commissioners believes that there is still significant business potential for the Company to strengthen its growth. In addition to continuing to focus on disbursing new financing for cars, heavy equipment, and multipurpose vehicles, the Company also supports OJK's Green Financing initiatives by channeling new financing for electric cars, MSMEs, and other Green Financing-based financing. All plans for facing 2024 must still take into account potential risks and prioritize GCG at every operational phase, as well as further optimize digital transformation efforts.

### Board of Commissioners Perspective on Corporate Governance

The Board of Commissioners perspective on the implementation of Good Corporate Governance (GCG) by the Board of Directors in the Company has generally been quite positive. The Company has implemented GCG principles in every operational and day-to-day business activity. We evaluate that all organs of the Company have demonstrated a high level of commitment to consistently implementing principles of transparency, accountability, responsibility, fairness, equality, and independence to create added value for all stakeholders. The Company also continuously strives to implement Corporate Governance best practices as a foundation for creating sustainable value for the interests of all stakeholders.

The implementation of GCG in the Company consistently shows improvement every year, as reflected in the scores obtained from the assessment of the quality of Corporate Governance implementation conducted by the Indonesia Institute for Corporate Governance (IICG) in 2023, which is at 83.1, an improvement from the previous year's score of 82.1.

The Board of Commissioners remains committed to monitoring and evaluating the quality of the Company's GCG implementation and will continue to support the Board of Directors in conducting business sustainably while adhering to GCG principles.

### Evaluation of Committees Under the Board of Commissioners

In conducting monitoring duties, the Board of Commissioners is assisted by several Committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk Monitoring Committee. In 2023, all of these Committees performed their tasks and responsibilities well and played an

important role in supporting the Board of Commissioners in conducting monitoring duties. This assessment is based on various criteria, including the frequency and conduct of meetings, attendance rates at meetings, the competence of members, performance achievements, and the quality of recommendations.

The Audit Committee monitors and evaluates the planning and implementation of the Company's internal audits, as well as follows up on audit reports for improvement measures. The Audit Committee also reviews and evaluates the Company's financial reports, with any significant findings being forwarded to the Board of Commissioners for further consideration.

The Nomination and Remuneration Committee evaluates the Company's remuneration policies, including salaries, honorariums, benefits (medical, health, loan facilities, and others), bonuses (for the Board of Commissioners and Directors), and the latest remuneration for Directors, the Board of Commissioners, employee health insurance, and other benefits.

The Risk Monitoring Committee analyzes potential risks related to financing activities, operations, credit, and market developments. Additionally, this committee is tasked with evaluating any policies and new regulations that may impact the Company's business activities.

To measure the performance of the Audit Committee, Risk Monitoring Committee, and Nomination & Remuneration Committee, the Board of Commissioners, serving as the committee chair, must convene committee meetings under applicable regulations. Subsequently, follow-ups

on the results of committee meetings are presented at the Board of Commissioners Meeting for guidance and monitoring of the Board of Directors.

### Change in the Composition of the Board of Commissioners

In 2023, there was a change in the composition of the Board of Commissioners as stated in the Statement of Resolution of the Annual General Meeting No. 137 dated June 28, 2023. Fendy Eventius Mugni was appointed as an Independent Commissioner, replacing Ravik Karsidi, resulting in the composition of the Board of Commissioners as of December 31, 2023, as follows:

- Rico Adisurja Setiawan : President Commissioner
- Fendy Eventius Mugni : Independent Commissioner
- Totok Priyambodo : Commissioner

### Appreciation

In conclusion, allow me, on behalf of the Board of Commissioners, to extend our utmost gratitude to the entire Board of Directors and employees of the Company for their dedication and hard work, which have led to MTF achieving outstanding performance in 2023. We also express our appreciation and gratitude to shareholders and all stakeholders for their trust, loyalty, and unwavering support, enabling the Company to continue growing despite various challenges.

We hope to continue nurturing good relationships and cooperation with the Board of Directors, management, and all stakeholders so that the Company can remain optimistic about achieving even better growth in the future and continue to have a positive impact on all stakeholders.

Jakarta, April 17, 2024

On Behalf of the Board of Commissioners PT Mandiri Tunas Finance



**Rico Adisurja Setiawan**  
President Commissioner

## Board of Directors Report

**Pinohadi G. Sumardi**  
President Director



## Dear all Shareholders and Stakeholders,

We offer our heartfelt gratitude to the presence of the Almighty God for His infinite blessings upon us all, enabling PT Mandiri Tunas Finance to face the challenges of the economic conditions in 2023. The Company remains committed to driving positive performance for business growth specifically and the Indonesian economy in general. With the support of the Board of Commissioners and all stakeholders, the Board of Directors continues to strengthen business management by prioritizing superior and competitive products and services.

Furthermore, allow us to present the Directors Annual Report for the fiscal year 2023, which comprehensively describes the situation and conditions surrounding the Company, business prospects, and strategic initiatives undertaken by the Board of Directors.

### Economic and Industrial Review

The year 2023 remained a geopolitical year that had an impact on economic growth projections. Conflicts such as Russia-Ukraine, Israel-Hamas, inflation spikes, and interest rate hikes signaled that the global economic conditions remained uncertain until the end of 2023.

Nevertheless, Indonesia's economy in 2023 managed to grow positively by 5.05%, surpassing the average global economic growth of 3.00%, according to the International Monetary Fund (IMF). The Government's success in managing the COVID-19 pandemic last year has led to the normalization of economic activities and people's mobility, driving an increase in purchasing power and domestic demand, thereby accelerating private consumption growth. Outputs from transportation and communication services, trade, and hospitality, as well as food, textile, and basic metal processing sectors, experienced the fastest growth in 2023.

Bank Indonesia raised the benchmark interest rate several times in 2023 to 6.00% from 5.50% in 2022. This occurred alongside the increase in interest rates caused by major economies' monetary policies in response to global economic uncertainty. However, Indonesia managed to maintain a trade surplus by strengthening the exchange rate of the Rupiah and maintaining low inflation rates. As of December 31, 2023, the Rupiah closed at Rp15,416 against the US Dollar, strengthening compared to the end of the previous year at Rp15,731. The inflation rate in Indonesia also remained at 2.61%, lower than the previous year's 5.51% (YoY) in 2022 (based on the Consumer Price Index (CPI) inflation for 2023).

### MTF Performance in 2023

Amidst the uncertainties of the global and national economies entering a political year, Mandiri Tunas Finance has managed to achieve commendable performance. This is reflected in the achievement of new financing disbursements in 2023, reaching Rp32.69 trillion, a growth of 17.75% (YoY) from Rp27.76 trillion in 2022. This has had a positive impact on revenue achievement. It is noted that the Company's revenue in 2023 exceeded the target by 20.89% or amounted to Rp4.75 trillion, from Rp3.93 trillion in 2022.

This success led to Mandiri Tunas Finance's net profit also increasing to Rp1.16 trillion, growing by 54.74% (YoY) from Rp750 billion in 2022. The Company's total assets also grew by Rp5.99 trillion or 25.28% to Rp29.72 trillion, this growth was in line with the increase in the Consumer Financing Receivables portfolio.

From an operational aspect, the sales of new cars in 2023 experienced a growth slowdown of 1.53%, with a total of 998 thousand units sold, lower than the achievement in 2022 of 1,014 thousand units. However, MTF managed to maintain good operational performance, as seen in the total new financing disbursements reaching Rp32.69 trillion, a growth of 17.75% compared to 2022 with a value of Rp27.76 trillion. In terms of the automotive market, the number of new cars financed by the Company also grew by 6.65% with a value of 88,002 units compared to 2022 with 82,515 units. Additionally, the Company recorded a significant increase in the value of financing for electric vehicles by 198.15% or Rp591.09 billion.

## Strategy and Strategic Policy

In 2023, MTF implemented various strategies to strengthen its business by applying three main strategies as the foundation for growth and market leadership:

1. Growing the captive business segment originating from Bank Mandiri by creating a good captive business ecosystem through expanding business to grow through Mandiri bank referrals and retail branch penetration, while maintaining captive business growth at 30% of total new financing.
2. Maintaining the business segment originating from dealers and partners through commercial and heavy equipment expansion targeting specific sectors, maintaining revenue growth according to risk profile, and increasing retail business above 13% to become the Number 1 Car Financing Company.
3. Optimizing the database to add value to customers through increasing repeat orders above 30%, developing new business through databases, and developing data technology to create business support.

Throughout 2023, several factors had the potential to significantly impact the sustainability of the Multifinance Industry in Indonesia, including the increase in the BI rate and the decrease in the growth of new car sales. In Q4 2023, Bank Indonesia raised the benchmark interest rate (BI rate) to 6.00% as a measure to control inflation. However, the increase in the BI rate had a significant impact on the increase in market interest rates, leading to increased loan costs for the Financing Industry, resulting in adjustments to the interest rates charged to customers.

## The Role of the Board of Directors in Setting Targets and Strategies

The Board of Directors of the company plays a crucial role in formulating strategies and policies adopted in 2023 to achieve business objectives and provide maximum returns to all stakeholders. The formulation of the company's strategy is carried out through discussions with the management team to analyze all possible risks in financial and non-financial areas, as well as explore business prospects.

## The Board's Process in Ensuring the Implementation of Company Strategies

In 2023, a year filled with geopolitical challenges, will to monitor potential changes resulting from shifts in

government policies that may impact the business environment, both internally and externally. To remain committed to the company's business plan, we periodically evaluate the strategies, policies, and their implementation. Additionally, the Board of Directors coordinates with the Board of Commissioners to receive guidance and oversight. This is done to ensure that the implemented strategies and policies remain relevant to business developments and are aligned with the predetermined objectives.

## Comparison of Realization and Achieved Targets

The Company kicked off 2023 with a sense of determination that MTF would be able to reach the targets set forth in the Annual Business Plan (ABP). As of December 31, 2023, the Company recorded outstanding performance, with a significant portion of the targets successfully achieved. Among these achievements, revenue exceeded the target by 107.59%, totaling Rp4.75 trillion, in line with the increase in the disbursement of new financing by Rp32.69 trillion, growing by 17.75% from the previous year. The Company has proven its ability to maintain operational efficiency, with expenses amounting to Rp3.26 trillion, aligning with the target, thereby generating an increase in net profit of Rp1.16 trillion, surpassing the target of 115.95%.

This indicates that the Company has successfully navigated challenges and adapted to market changes. Our business target achievements serve as a foundation for building a stronger groundwork and maintaining its competitive edge to thrive in the increasingly complex market landscape today.

## Challenges Faced by MTF

The company continuously focuses on strengthening its market position and fortifying its business foundation to enhance competitiveness and adapt to dynamic market developments. Some obstacles or challenges faced in 2023 include those related to information technology and human resources.

Currently, technology is evolving rapidly, and companies are required to respond quickly in adopting digital technology. It is believed that technology can help consumers access services at lower costs and increase company profitability.

After implementing digital transformation strategies through MTF 1Access and MTF Mobile, the socialization program for internal and external business partners in implementing MTF 1Access and MTF Mobile becomes a process that we continually engage in to sustainably provide fast and easy services.

Mutually, information technology and human resources have a mutually influential relationship. Information technology can enhance performance and enable all activities to be completed quickly, accurately, and efficiently, thus increasing work productivity because information technology generates quality information. As a company operating in financial services, human resource competency is crucial. Therefore, MTF continues to enhance employee competency through various education and training activities. We implement this by ensuring that all employees are required to improve their competence through education and training, which is measurable in each employee's Key Performance Indicators (KPIs).

### Business Prospects

The Financial Services Authority (OJK) projects that the growth rate of the Financing Industry can reach a minimum average of 8% in the period 2024-2027, with the condition that Indonesia's real GDP growth is 5.5% and the inflation rate is 1.5-3.5%, with no influence from COVID-19, automotive and heavy equipment financing grows at around 5% per year. In 2024, GAIKINDO targets total car sales in the domestic market to reach 1,100,000 units, where the multipurpose vehicle (MPV) segment, especially low MPV and Low-Cost Green Car (LCGC), still dominates sales in Indonesia. GAIKINDO's target in 2024 opens opportunities for Financing Companies, especially those whose main segment is four-wheeled vehicles, to provide financing for new cars and increase the market share.

The Indonesian Financing Company Association (APPI) also projects a 12-13% growth in financing receivables for the Multifinance Industry in 2024. Two factors serve as catalysts for the Multifinance Industry to continue growing in double digits: Indonesia's economy still growing at 5% and the increasing of consumer purchasing power.

In seizing opportunities and business prospects in the coming year, the Company has devised a plan to become the 'Market Leader' in 2024. In 2024, the Company targets new financing above Rp36 trillion with a profit growth of 33% compared to 2023.

Efforts will be made to strengthen the Company's position through the optimization of market penetration from all segments and business sources, including Retail, Wholesale, and Multiguna segments. The Company will optimize the new foundation built in the previous year with more energy and enthusiasm so that MTF can become a leader in the Financing Industry.

### Implementation of Corporate Governance

Mandiri Tunas Finance continues to demonstrate its consistency in fulfilling the commitment to implement Good Corporate Governance (GCG) as the foundation for conducting the Company's business activities. The management and solid foundation of good governance are believed to protect all parties involved in the business while also enhancing the Company's credibility in the eyes of stakeholders and consumers.

The Company continues to improve the quality of corporate governance implementation, in addition to conducting self-assessments individually or integratedly, which are reviewed from aspects of Governance Structure, Governance Process, and Governance Outcome regularly. MTF actively participates in the ranking of corporate governance implementation quality conducted by external parties to obtain feedback in improving the quality of the Company's corporate governance. The external party assessing the quality of the Company's corporate governance implementation is The Indonesian Institute for Corporate Governance (IICG) which using Corporate Governance Perception Index (CGPI) for the assessment criteria. In 2023, the score achieved from this assessment was 83.1, better than the previous year's score of 82.1.

The implementation of the Company's GCG in 2023 is as follows:

1. The Company's participation in the Corporate Governance Perception Index (CGPI) program ranking organized by The Indonesia Institute for Corporate Governance (CGPI) successfully maintained the "Trusted Companies" predicate.
2. The Company conducted a self-assessment of corporate governance implementation individually based on the provisions of OJK Regulation No. 29/POJK.05/2020 regarding Amendments to OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies and SEOJK No. 15/SEOJK.05/2016 concerning the Report on the Implementation of Good Corporate Governance for Financing Companies, conducted twice a year.

- The Company conducted a self-assessment of corporate governance implementation for the Mandiri Group based on the provisions of OJK Regulation No. 18/POJK.03/2014 and SEOJK No.15/SEOJK.03/2015 regarding Integrated Governance Application for Financial Conglomerates, conducted twice a year.

The implementation of GCG certainly plays a crucial role in fostering the growth of the company. As steps to achieve the Company's vision and mission in 2023, several initiatives have been undertaken to support the establishment of good GCG quality:

- Refinement and updating of policies and procedures to align with evolving tasks, responsibilities, and dynamic conditions.
- To support business processes and enhance the company's integrity, in 2023, SNI ISO 27001 IT Security Management certification was conducted for MTF 1Access. Additionally, plans were made for the implementation of anti-bribery through SNI ISO 37001 Anti-Bribery Management System (SMAP) certification.
- The company also fulfilled the Anti Money Laundering (AML) system to identify and analyze transactions and debtor profiles as part of regulatory reporting compliance and as an implementation of POJK No. 8 of 2023 regarding the Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing, and Prevention of Financing of Weapons of Mass Destruction in the Financial Services Sector.

## Change in the Composition of the Board of Directors

In 2023, MTF did not make any changes to the composition of the Board of Directors, so the arrangement and composition of the Board of Directors as of December 31, 2023, are as follows:

- Pinohadi G. Sumardi : President Director
- R. Eryawan Nurhariadi : Director
- William Francis Indra : Director

## Appreciation

The Board of Directors expresses gratitude for the trust placed by the Shareholders in conducting the Company's business activities. The guidance and input provided by the Board of Commissioners supports the Board in achieving the business objectives set.

The Board of Directors extends its highest appreciation for the dedication and collaboration of the entire Management and Officers of MTF throughout the fiscal year 2023. The Board of Directors also extends its utmost appreciation to other stakeholders, including regulators, customers, business partners, and others. Thank you for the support provided, especially in optimizing the Company's performance and implementing good corporate governance.

Jakarta, April 17, 2024

On Behalf of the Board of Directors of PT Mandiri Tunas Finance



**Pinohadi G. Sumardi**

President Director



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## Board of Commissioners

**Fendy Eventius Mugni**  
Independent Commissioner

**Rico Adisurja Setiawan**  
President Commissioner

**Totok Priyambodo**  
Commissioner



# Board of Directors

**R. Eryawan Nurhariadi**  
Director

**Pinohadi G. Sumardi**  
President Director

**William Francis Indra**  
Director



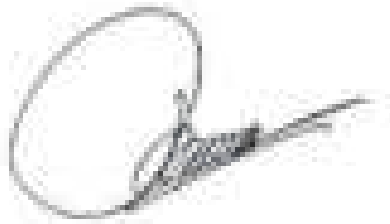
# Statement Letter of Members of The Board of Commissioners Regarding Responsibility for The 2023 Annual Report PT Mandiri Tunas Finance

We, the undersigned, declare that all information in the Annual Report of PT Mandiri Tunas Finance for the year 2023 has been fully disclosed and take full responsibility for the accuracy of the contents of the company's Annual Report.

Thus this statement is made with truth.

Jakarta, April 17, 2024

## Board of Commissioners



**Rico Adisurja Setiawan**  
President Commissioner



**Fendy Eventius Mugni**  
Independent Commissioner

# Statement Letter of Members of The Board of Directors Regarding Responsibility for The 2023 Annual Report PT Mandiri Tunas Finance

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Thus this statement is made with truth.

Jakarta, April 17, 2024

## Board of Directors



**Pinohadi G. Sumardi**  
President Director



**R. Eryawan Nurhariadi**  
Director



**William Francis Indra**  
Director

## Executive Officer (Chief)

**Afri Feder Fauzi**

Chief

**B. Perana Citra Ketaren**

Chief

**Johanes Barus**

Chief



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# 03

## Company Profile







## General Information and Company Identity

<b>Name</b>	PT Mandiri Tunas Finance
<b>Date of Establishment</b>	May 17, 1989 (Under the name of PT Tunas Financindo Corporation)
<b>Legal Status</b>	Limited Liability Company (LLC)
<b>Predecessor</b>	PT Tunas Financindo Corporation (1989) PT Tunas Financindo Sarana (2000)
<b>Products and Services</b>	Motor vehicle financing for both retail customers and businesses, encompassing new cars, large motorcycles, commercial vehicles, heavy equipment, and multi-finance.
<b>Line of Business</b>	Investment financing, working capital, multi-purpose, and other financing activities under the approval of the Financial Services Authority (OJK).
<b>Ownership</b>	PT Bank Mandiri (Persero) Tbk (51,00%) PT Tunas Ridean (49,00%)
<b>Legal Basis of Establishments</b>	Deed No. 262 dated May 17, 1989, executed by Notary Misahardi Wilamarta, S.H., a Notary in Jakarta, has been ratified by the Minister of Justice in Decree No. C2-4868.HT.01.01.TH.89 dated June 1, 1989, and announced in the State Gazette of the Republic of Indonesia No. 57, Supplement No. 1369 dated July 18, 1989.
<b>Basic Capital</b>	Rp1.000.000.000.000 (One Trillion Rupiah)
<b>Capital Allocation</b>	Rp250.000.000.000 (Two Hundred and Fifty Billion Rupiah)
<b>Bond Listing Market</b>	Indonesia Stock Exchange (IDX)
<b>Ticker Code</b>	TUFI
<b>Head Office</b>	3A Floor, Graha Mandiri Jl. Imam Bonjol No.61 Menteng, Central Jakarta DKI Jakarta 10310, Indonesia Telephone : +61 21 230 5608 Fax. : +61 21 230 5618
<b>Corporate Secretary</b>	Arif Reza Fahlepi E-mail : corporate.secretary@mtf.co.id Website : www.mtf.co.id
<b>Social Media</b>	Facebook : Mandiri Tunas Finance Instagram : @mandiritunasfinance Linkedin : Mandiri Tunas Finance Whatsapp : 08111455740 Youtube : Mandiri Tunas Finance Tiktok : @mandiritunasfinance
<b>Customer Support</b>	E-mail : customer.service@mtf.co.id (Monday-Friday, 08.30-17.30 Western Indonesia Time) Care Center : 1500059 (Monday-Friday, 08.00-17.00 Western Indonesia Time)
<b>Number of Employees</b>	3,328 Employees (2023)
<b>Business Network</b>	124 Branch offices 9 Non-Branch Representative Offices
<b>Mobile Application</b>	1. MTF Mobile 2. MTF 1 Access 3. MTF Mobile Apps; a. Mobile Survey b. Mobile Collection c. Mobile License Plate d. MTF Report e. MTF OSR 4. HC EAZY

## Brief Company History



### Establishment History and MTF Development

In the early days of its establishment, the Company operated in the motor vehicle financing provision facilities, which initially targeted at the Tunas Ridean Group owned Dealer network consumers. Along with the development of business portfolio, PT Tunas Financindo Corporation changed its name to PT Tunas Financindo Sarana in 2000. Since the early days of company's establishment until 2009, the Company's share ownership was held by PT Tunas Ridean which was the biggest independent automotive group in Indonesia, with more than 100 branch offices across the country. In 2009, Company took a strategic approach towards business development in expanding the market reach and strengthening the capital structure so it may optimize the potency to compete in Indonesian automotive financial institution scheme. The step taken was the Company's acquisition by PT Bank Mandiri (Persero) Tbk as one of the State-owned Enterprises (BUMN) which operates in banking sector with vast business network and large sum of customers. PT Bank Mandiri (Persero) Tbk made a 51.00% share of Tunas Ridean

Group acquisition and changing the Company's name to PT Mandiri Tunas Finance, which followed by Company restructuring. Along with the acquisition, PT Tunas Ridean's owned the 49.00% of total shares. Upon the Company restructuring and the onset of 2 (two) big business entities in automotive and banking industries, the Company was required to develop progressively and be sustainable to be a reliable financing institution in Indonesia, and being capable to be the leader in its market segment.

With that overhaul, the Company managed to accelerate the business by executing the necessary improvements. These improvements were made possible by the focused performance on automotive, heavy machinery and multipurpose sector funding industries. In the automotive financing segment, the Company provided funding for new cars, large motorcycles, commercial vehicles, and heavy machineries. In accordance with The Financial Services Authority (OJK) Regulation No. 7/POJK.05/2022 to create a resilient, contributable, inclusive, also keeping a stable and sustainable monetary system

financing industry, Company came up with other mean of funding, specifically multipurpose funding to meet various public needs.

Other than utilizing the financial resources from the bank as to develop the business, Company also issued and listed bond. The history of Company's bond issue started from Bond I until the year of 2011 which at times was listed in the Surabaya Stock Exchange before it merged with Jakarta Stock Exchange to become Indonesia Stock Exchange (IDX). The Company also did a Bond Listing in Indonesia Stock Exchange until Bond VI. Afterwards, the Company also issued a Public Offering of Continuing Bond I Phase I in 2013, Public Offering of Continuing Bond I Phase II in 2014, Public Offering of Continuing Bond I Phase III in 2015, Public Offering of Continuing Bond II Phase I in 2015, Public Offering of Continuing Bond II Phase II in 2016, Public Offering of Continuing Bond III Phase I in 2016, Public Offering of Continuing Bond III Mandiri Tunas Finance Phase II in 2017, Public Offering of Continuing Bond IV Phase I Mandiri Tunas Finance in 2019, Public Offering of Continuing Bond IV Phase II Mandiri Tunas Finance in 2019, Public Offering of Continuing Bond V Phase I Mandiri Tunas Finance in 2020, Public Offering of Continuing Bond V Phase II Mandiri Tunas Finance in 2020, Public Offering of Continuing Bond V Phase I Mandiri Tunas Finance in 2021, Public Offering of Continuing Bond V Phase II Mandiri Tunas Finance in 2021, Public Offering of Continuing Bond V Phase III Mandiri Tunas Finance in 2022, Public Offering of Continuing Bond VI Phase I Mandiri Tunas Finance in 2023, and Public Offering of Continuing Bond VI Phase II Mandiri Tunas Finance in 2023.

With the all the efforts and hard-works put by the Company so far, in the end, remarkable results came into fruition. It was proven by the increase in Company's credit ranking given by PT Pemeringkat Efek Indonesia (Pefindo) of idBBB+ (triple B plus) in 2003, to idAA (double AA) in 2012. In 2013, 2014, and 2015, Pefindo continued to give idAA (double A) rank. In the end of 2016, Company was capable to achieve a rank of idAA+ (double A plus), which then followed by the rank of idAAA (triple A) by the year of 2022. Company has hoped in accordance with its good credit rating, to suppress the interest expense which impacted the Company's financial management strategy to be more efficient so it may encourage optimum business performance.

By providing easy, innovative, and competitive financing facilities and solutions for consumers to achieve their dreams of owning a new car, large motorcycle, fulfilling commercial vehicle needs, and heavy equipment to support business activities, as well as financing and operational leasing, and multipurpose education, the Company remains committed to prioritizing customer service in terms of providing convenience, especially supported by branch offices throughout Indonesia and high-quality human resources, as well as adequate infrastructure facilities.

### **An Automotive Financing Company Oriented towards Meeting Community Credit Needs**

With the vision of "To be your Trusted Financing Partner," the company strives to understand the community's financing needs by not only offering a diverse range of financing products but also providing added value to ensure effective and efficient processes. Additionally, we continually focus on affordability by expanding our business footprint across Indonesia. Given Indonesia's demographic, which still emphasizes the commodities sector and Small and Medium Enterprises (SMEs), the company aims to meet the demand for modernizing vehicles and heavy production equipment to support commercial activities, leasing, and other needs. This represents potential that the company must maximize to create strong synergies for Indonesia's economic activities.

### **Optimal Performance**

Enhancing the quality and professionalism of human resources is crucial in achieving peak performance targets. To this end, the company implements a comprehensive cadet program to cultivate top-tier human resources capable of occupying strategic positions within the organization. Among the steps taken is the organization of Supervisor Development Program (SDP), Management Development Program (MDP), and Senior Manager Development Program (SMDP) as career development initiatives, incorporating educational and training programs to identify the best candidates internally. The company also hosts a Management Trainee (MT) program, which serves as a selection process for new employees, providing education and training to enhance human resource competencies, grooming them to become Future Leaders of the company with strong capabilities and high loyalty. Additionally, the

Company continuously improves and refines systems and operational procedures, upholds the Perwira MTF culture, maximizes employee performance, and undertakes various efforts to minimize fraud, all aimed at achieving the company's vision and mission.

### The Best and Reliable Performance

The Company has gained a strong support from the holding company of Bank Mandiri and Tunas Ridean, whether it is a financial support, or supports regarding financing products market penetration through nurturing potential segments. As a holding company, Bank Mandiri has encouraged the Company's growth and sustainability by pushing the improvement on market penetration through Bank Mandiri's network of 139 branch offices and 2,104 sub-branch offices spanned across Indonesia. Apart from unwavering support from the holding company, Company sustainably improve and widen the collaboration through all motor vehicle Exclusive Licensee Agent (APM) and dealer network, as well as business partners across all Company's marketing office region to improve funding market share. Nowadays, Company has collaborated with almost all APM so that the Company is able to provide funding for all vehicle brand needed by the consumers. This acts as a prove that APM, dealers, and business partners put a strong trust toward the Company. Facilitated by those collaborative efforts, the Company can provide more types of motor vehicle for the consumers as well as the ease of market

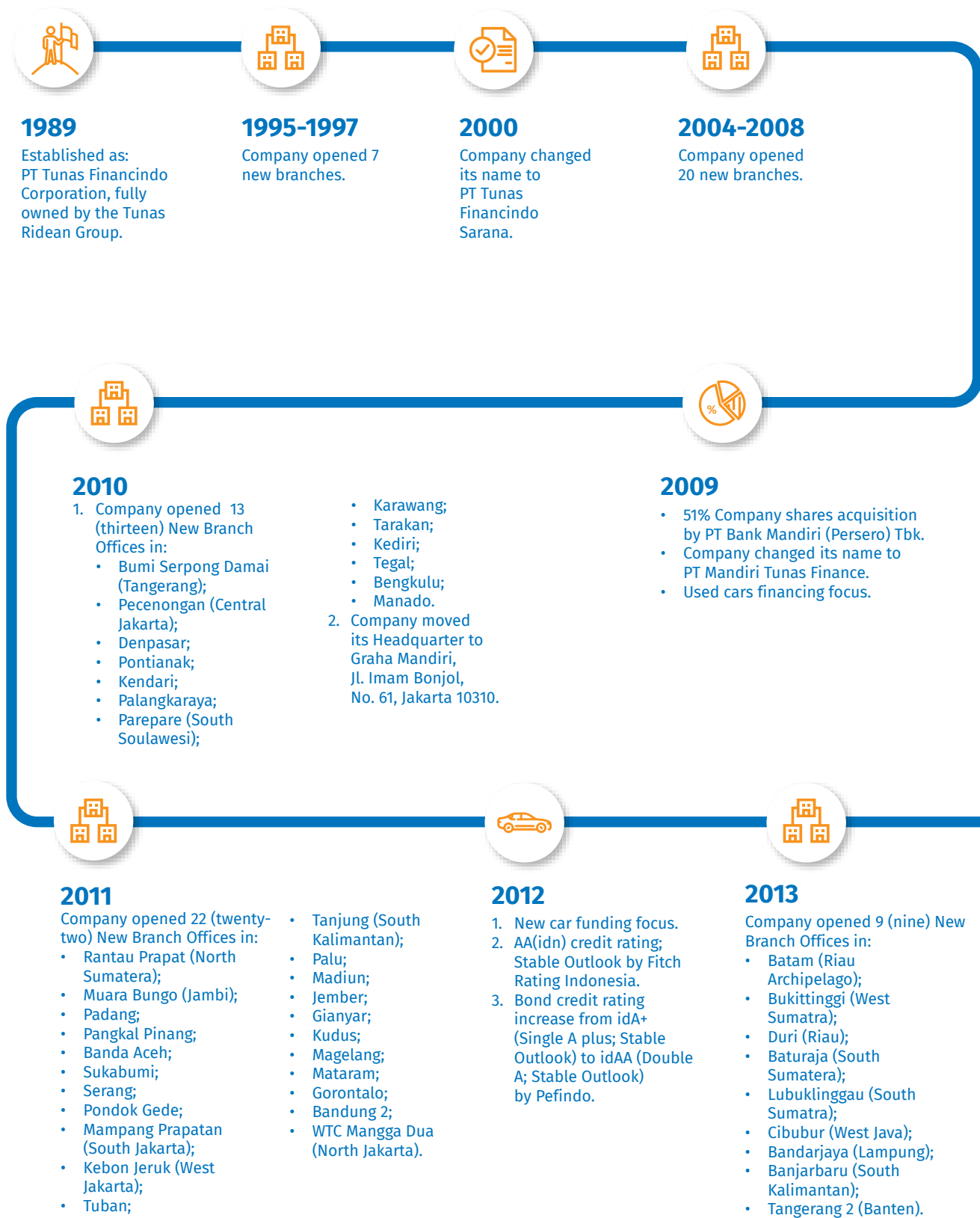
penetration across many different regions of Company's marketing offices. Through the support and assistance, and harmonious collaboration conducted by the holding company and all business partners, Company was able to be the Top 3 Car Financing Company in Indonesia with the credit rating of idAAA.

### Information About Name Change

As described, the Company was legally established on May 17, 1989 under the name of PT Tunas Financindo Corporation. Along with the increasing number of business portfolio, on August 18, 2000, PT Tunas Financindo Corporation changed its name to PT Tunas Financindo Sarana based on Notarial Deed No. 49 made before Adam Kasdarmadji S.H., M.H., Notary, in Jakarta. This Deed of Modification was approved by The Minister of Law and Legislation under The Ministerial Decree No. C-21195HT.01.04.TH2000 dated September 22, 2000. In 2009, Tunas Ridean Group as founder decided to widen the market reach and, strengthen the capital structure with the Company's acquisition by PT Bank Mandiri (Persero) Tbk. PT Bank Mandiri (Persero) Tbk had acquired 51.00% of Company's shares with the rest of 49.00% shares still held by PT Tunas Ridean. Related to that, in June 29, 2009, the Company changed its name to PT Mandiri Tunas Finance based on the Articles of Association in accordance with Notary Deed No. 181 made before Dr. Irawan Soerodjo, S.H., M.Si., Notary, in Jakarta.



# Milestones



**1989**  
Established as: PT Tunas Financindo Corporation, fully owned by the Tunas Ridean Group.



**1995-1997**  
Company opened 7 new branches.



**2000**  
Company changed its name to PT Tunas Financindo Sarana.



**2004-2008**  
Company opened 20 new branches.



**2010**  
1. Company opened 13 (thirteen) New Branch Offices in:

- Bumi Serpong Damai (Tangerang);
- Pecenongan (Central Jakarta);
- Denpasar;
- Pontianak;
- Kendari;
- Palangkaraya;
- Parepare (South Sulawesi);

- Karawang;
  - Tarakan;
  - Kediri;
  - Tegal;
  - Bengkulu;
  - Manado.
2. Company moved its Headquarter to Graha Mandiri, Jl. Imam Bonjol, No. 61, Jakarta 10310.



**2009**

- 51% Company shares acquisition by PT Bank Mandiri (Persero) Tbk.
- Company changed its name to PT Mandiri Tunas Finance.
- Used cars financing focus.



**2011**  
Company opened 22 (twenty-two) New Branch Offices in:

- Rantau Prapat (North Sumatera);
- Muara Bungo (Jambi);
- Padang;
- Pangkal Pinang;
- Banda Aceh;
- Sukabumi;
- Serang;
- Pondok Gede;
- Mampang Prapatan (South Jakarta);
- Kebon Jeruk (West Jakarta);
- Tuban;

- Tanjung (South Kalimantan);
- Palu;
- Madiun;
- Jember;
- Gianyar;
- Kudus;
- Magelang;
- Mataram;
- Gorontalo;
- Bandung 2;
- WTC Mangga Dua (North Jakarta).



**2012**

1. New car funding focus.
2. AA(idn) credit rating; Stable Outlook by Fitch Rating Indonesia.
3. Bond credit rating increase from idA+ (Single A plus; Stable Outlook) to idAA (Double A; Stable Outlook) by Pefindo.



**2013**  
Company opened 9 (nine) New Branch Offices in:

- Batam (Riau Archipelago);
- Bukittinggi (West Sumatera);
- Duri (Riau);
- Baturaja (South Sumatera);
- Lubuklinggau (South Sumatera);
- Cibubur (West Java);
- Bandarjaya (Lampung);
- Banjarbaru (South Kalimantan);
- Tangerang 2 (Banten).



## 2021

Company MTF back on track succeeded to provide positive values towards stakeholders with an amount of gained net profit of Rp245.88 billion.



## 2022

- MTF launched MTF 1 Access as an assistance to bring up fast and easy services.
- Company rank increase given by Perfindo of idAAA (Triple A)
- Company achieved the best MTF net profit of Rp750 billion.



## 2023

- MTF presented a new solution in digital based customer service namely, MTF Digital Service & MTF Mobile
- MTF set a record profit of Rp1.16 trillion and Rp32.69 trillion of funding channel
- MTF successfully maintained the Company's rating from Pefindo at idAAA.



## 2020

MTF supported the National Economic Recovery (PEN) as an effort of Indonesian Government in facing COVID-19 pandemic through restructuring credit payments for customers, with a total sum up to Rp13.15 trillion.



## 2019

- Collaboration with Mandiri Taspen.
- Company launched a new multipurpose funding with a brand of "Cash Aja".
- Company launched Customer Experience Lounge.
- Company inaugurated MTF Cabang Pluit and Regional IX Office & Balikpapan Branch Office.



## 2018

- Channeling Fintech.
- Working capital funding.
- Financing through online dealer.
- Factoring funding.
- Company Inaugurated Ungaran Branch Office: Implementation of Centralization of Input Processes
- Company minimized cost of fund through offshore funding and asset purchase.
- Company opened 3 branch offices: Medan 2, Pekanbaru 2, and Ungaran.



## 2014

1. Company launched Mandiri KKB
2. Company Expanded Its Regional Offices from 6 to 9 Regional Offices.
3. Company opened 11 (eleven) New Branch Offices in:
  - Ujung Batu (Riau);
  - Tanjung Pinang (Riau Archipelago);
  - Bontang (East Kalimantan);
  - Cibinong (West Java);
  - Rangkasbitung (Banten);
  - Cikarang (West Java);
  - Garut (West Java);
  - Pekalongan (Central Java);
  - Subang West Java);
  - Gresik (East Java);
  - Mojokerto (East Java).



## 2015

1. Company opened 5 New Branch Offices in:
  - Sintang (West Kalimantan);
  - Sampit (Central Kalimantan);
  - Mamuju (West Sulawesi);
  - Kotamobagu (North Sulawesi);
  - Kupang (NTT).
2. 20 Satellite Offices located in Bank Mandiri Branch Offices.



## 2016

1. Company launched multipurpose products.
2. Company established an addition payment channel through retailer.
3. Company opened 3 New Branch Offices in:
  - Bandung (West Java);
  - Lebak Bulus (Jakarta);
  - Luwuk (Central Sulawesi) and
  - 1 Satellite Office in Bandar Lampung.
4. Perfindo credit rating increase to idAA+



## 2017

- Company conducted an offshore syndication to Singapore, Taiwan, and Japan.
- Servicing BSM OTO synergy.
- Company opened New Branch Offices in Banyuwangi, Ketapang, Sorong, Jayapura, and Ambon.

## Company's Vision, Mission, Culture, and Core Value



### Vision



**To be your Trusted Financing Partner**

atau

Menjadi Mitra Pembiayaan Terpercaya Anda



Trustworthiness is a DNA of any Financing Institutions. Thus, the Company is committed to keep on nurturing the trust of all Company's customer. Company envisions that sustainable business development is a business development that pays a meticulous attention towards all customer's needs and point of views. Therefore, the Company positions itself as a partner and a true friend in every single of the customer's financial steps.



**Provide Realiable Fast & Easy Service to Customer**

atau

Memberikan Pelayanan yang Cepat dan Mudah yang dapat Diandalkan kepada Pelanggan



The Company firmly believes that trust was built upon a responsive and reliable services. Through this mission, the Company continues on improving the service swiftness and quality as well as, ensuring every interaction will provide a pleasing customer experience.



### Mission



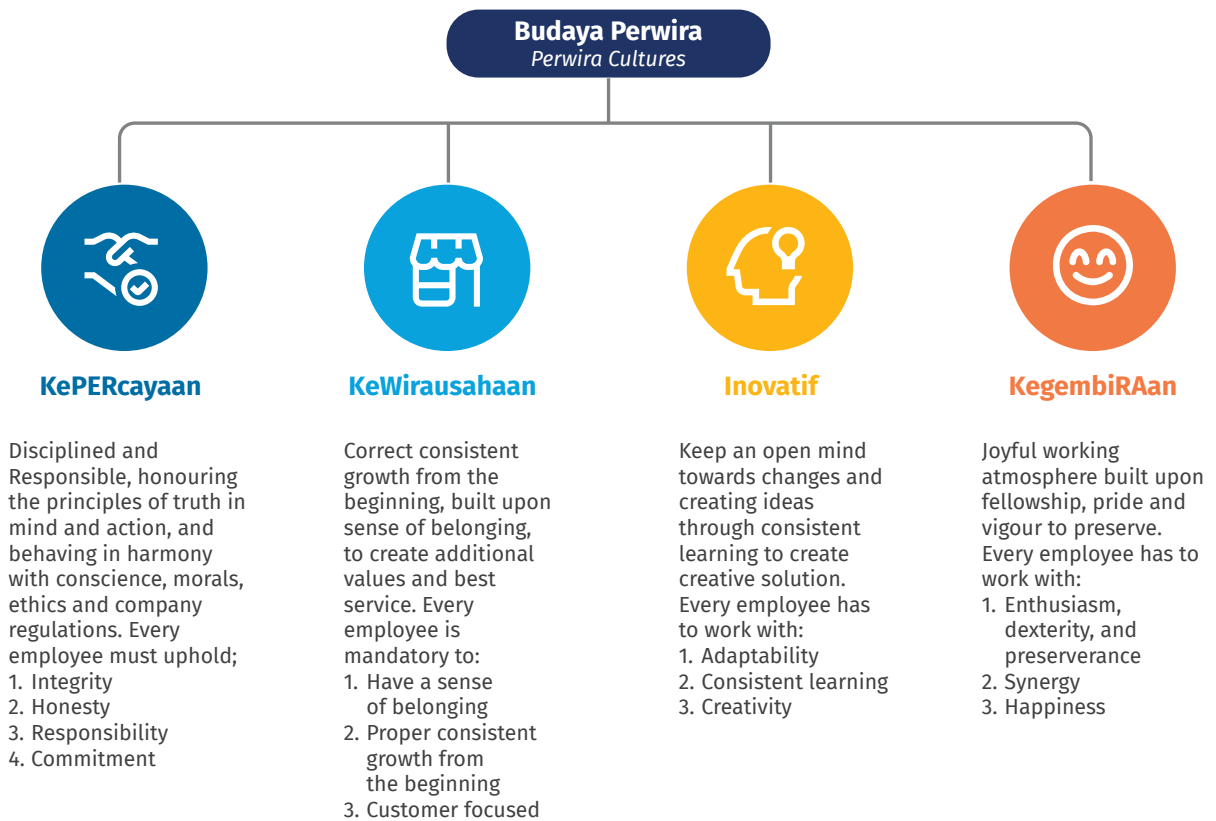
### REVIEW

In 2022, the Company has a Vision of "To Be the Most Progressive and Reliable Multifinance in Indonesia" and a Mission of "To be oriented in communities' credit needs fulfilment to enhance the nation's welfare and to conserve the ecosystem; To give benefits and optimum values towards stakeholders; Building a dedicated and professional human resources through PERWIRA working culture; and to be an enjoyable and triumphal in carrying out every duties to achieve the best feats". Then, the Company proceeded to formulate and set the Vision and Mission update in 2023.



## Company Culture

The Company Culture at PT Bank Mandiri (Persero) Tbk and PT Tunas Ridean is shaped by the AKHLAK Core Values and I-CARE principles, collectively known as the “PERWIRA Culture.” This culture was initially developed on December 11, 2009, and further refined on June 18, 2019. The PERWIRA Culture is based on four core values: Trust, Entrepreneurship, Innovation, and Excitement, encompassing a total of thirteen key behaviors that all employees are expected to uphold consistently and persistently.



# Line of Business as well as Products and Services

## Business Activities

Referred to The Financial Services Authority of the Republic of Indonesia regulation No. 35 Year 2018 about Financing Company Business Operation, the Company has conducted business activities as follows:

Business Activity	Note
Investment Financing	Has Been Conducted
Working Capital Financing	Has Been Conducted
Multipurpose Financing	Has Been Conducted
Other financing business activities under The Financial Services Authority approval	Has Been Conducted

## Supporting Business Activities

Aside from business activities mentioned, Company can conduct Operating Lease and/or service-fee based activities as long as still under the legislation in the financial service sector.

## Business Activities Conducted as well as Products and Services

Nowadays, the Company operates in investment financing, working capital, multi-purposes, factoring, and other business activities under the approval of The Financial Service Authorities. Based on Financial Accounting Standards (FAS) 5 (2009 Amendment) about "Operation Segment", business segments were categorized into customer and product category, which is fleet and retail, as well as other segments as a calculation which cannot be allocated into the mentioned two segments.

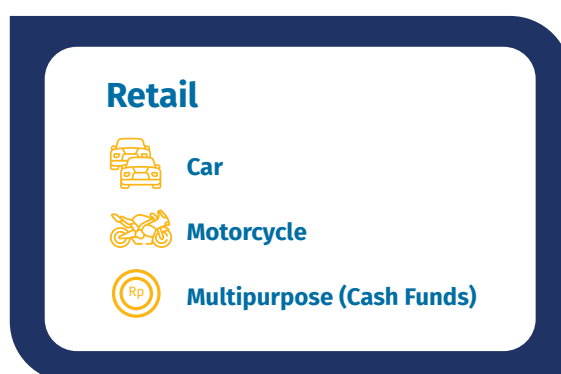
## Investment Financing

Is a financing effort of capital products and services which needed to carry out business/investment activities, rehabilitation, modernization, expansion, or investment/business relocation given by the Debtor.

## Working Capital Financing

Is a financing effort to fulfil the need of expenditure in one business activity cycle of the Customers, by providing financing threshold towards the Customer that is committed and advised.

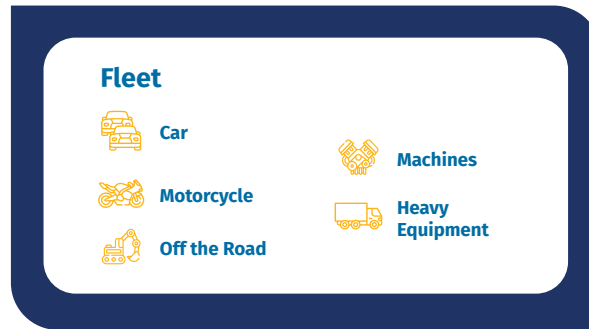
## Retail Financing



Retail Financing refers to financing provided to customers who apply for financing through MTF Branch Offices using a Credit Scoring menu. Retail financing is offered to the target market to finance the purchase of motor vehicles, including new passenger cars, used passenger cars, and even financing for bodywork. In retail financing, administrative and insurance costs are borne by the customer, with the magnitude depending on the financing period and separately determined within the financing products/packages provided during the financing period. Risk mitigation through insurance participation is mandatory for financed assets.

The presence of retail financing aims to provide customers with convenience in owning vehicles at competitive costs, offering a diverse range of products suitable for customers' needs and capabilities through installment payments.

### Fleet Financing



Fleet Financing is financing provided to customers managed by the Corporate Fleet Division, with the provision that the Financing Limit (Batas Pemberian Pembiayaan/BPP) is given to 1 (one) Debtor or 1 (one) group of Obligors, both corporate entities and individuals. Fleet financing is divided into 2 (two) books: Investment Financing and Working Capital Financing.

Fleet financing aims to meet the needs of companies or legal entities in supporting business activities, promoting the development of industrial sectors and infrastructure, Mandiri Tunas Finance, through its Corporate Fleet Division, provides various financing facilities such as:

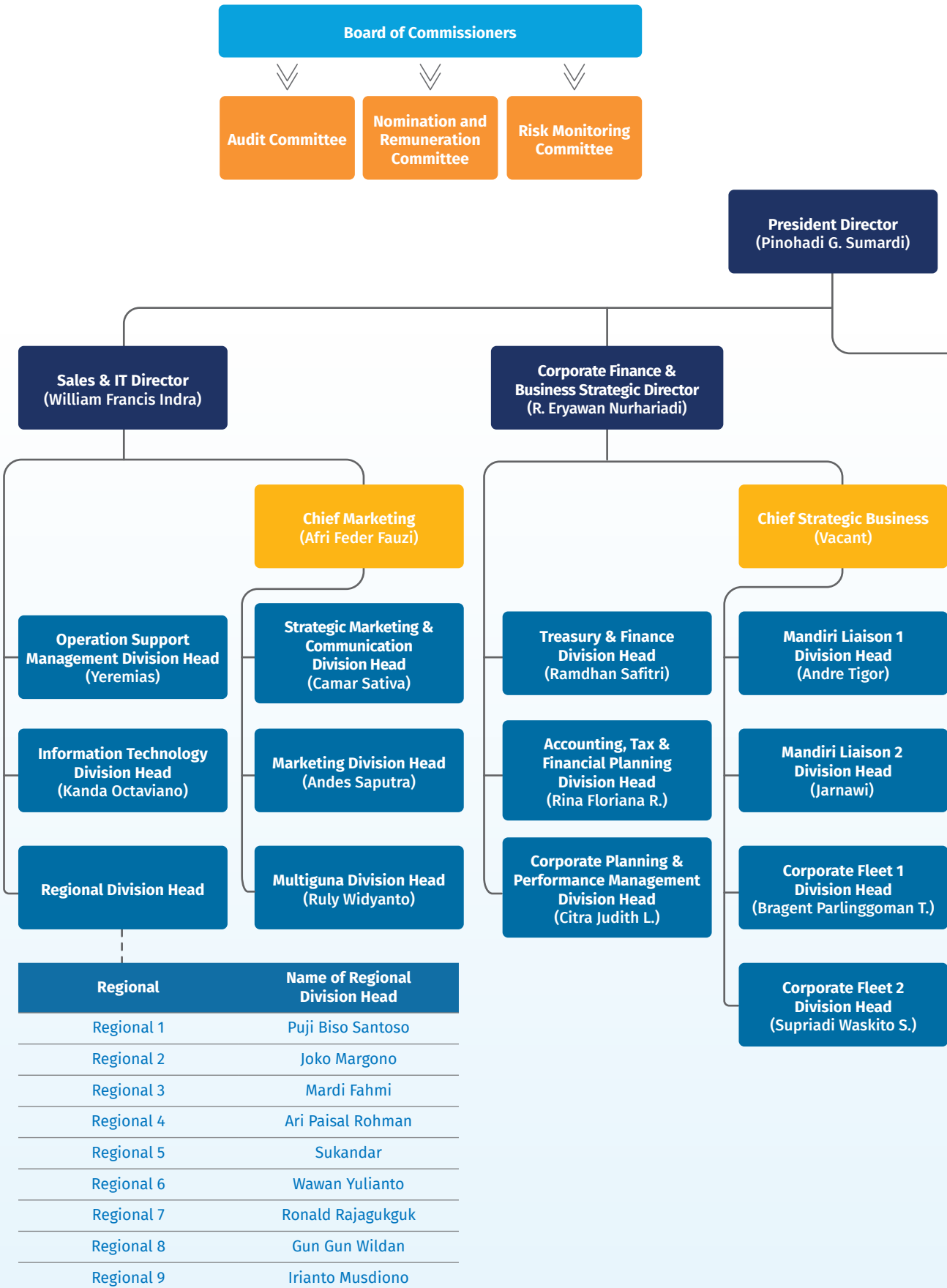
1. Large-scale financing
2. Cars Ownership Program (COP) financing
3. Motorcycles Ownership Program (MOP) financing
4. Operational vehicle financing
5. Financing for heavy equipment and machinery

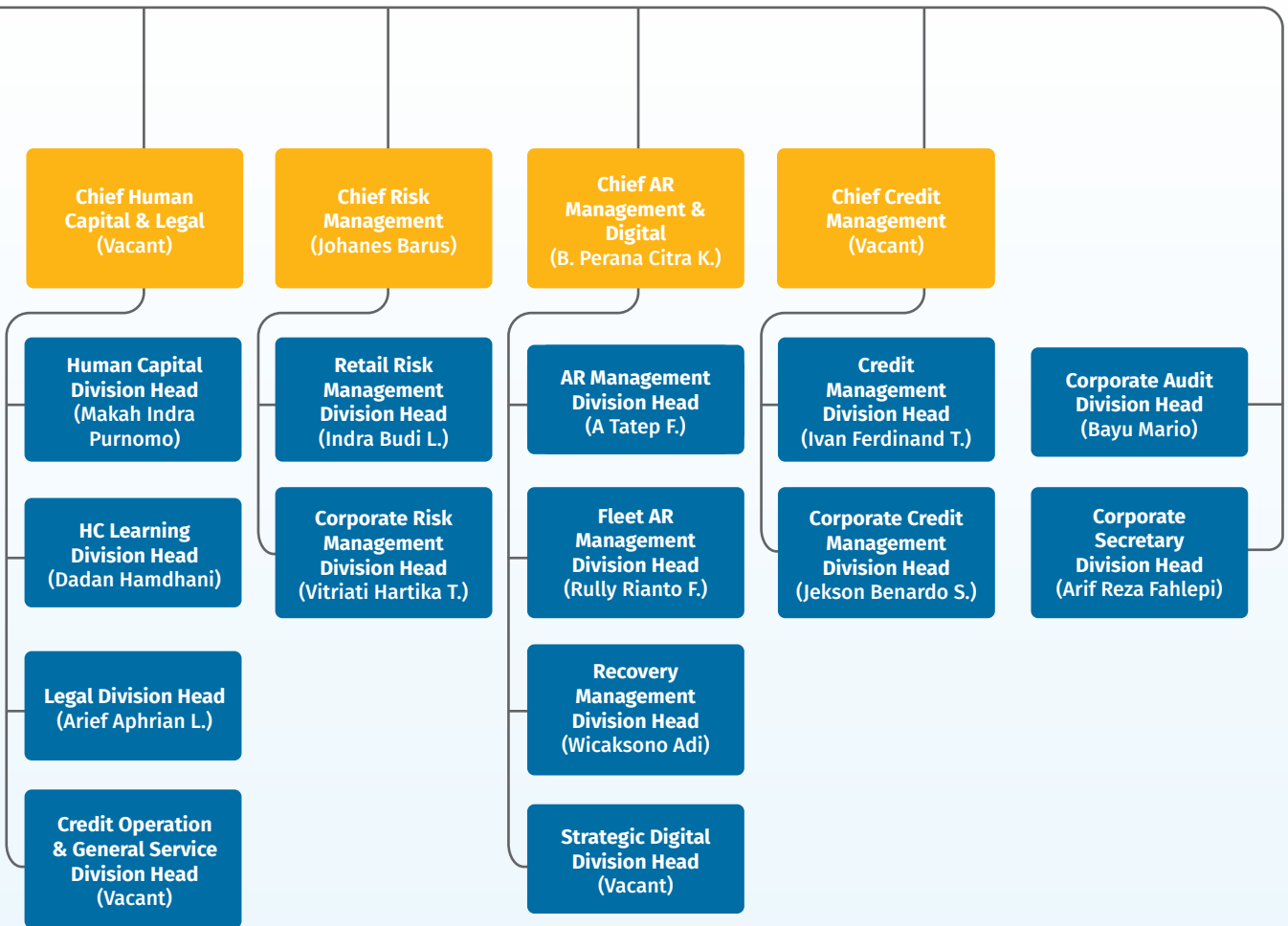
## Association Membership

To strengthen the business, MTF joined the organization membership, which are:

Name of Organization	Scope	MTF Position	MTF Roles and Contributions
Asosiasi Perusahaan Pembiayaan Indonesia (APPI)	National	Member	Increasing Indonesian economical stance form automotive sector
PT Rapi Utama Indonesia (RAPINDO)	National	Member	Encouraging business healthy, transparent, and accountable practices in financial services
Kamar Dagang dan Industri (KADIN)	National	Member	As an interesting and strategic partner for business, commercial and investment activities

# Structure of Organization





# Profile of The Board of Commisioners

In 2023, there was a change in the composition of the Board of Commissioners. As per the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) based on the Statement of Decision of the Annual General Meeting No. 137 dated June 28, 2023, Fendy Eventius Mugni was appointed as an Independent Commissioner, replacing Ravik Karsidi. Thus, the composition of the Board of Commissioners as of December 31, 2023, is as follows:

1. President Commissioner: Rico Adisurja Setiawan
2. Commissioner: Totok Priyambodo
3. Independent Commissioner: Fendy Eventius Mugni



**RICO ADISURJA SETIAWAN**  
President Commissioner

Place and Date of Birth/Age  
**Born in 1971, in Jakarta**  
**Aged 52 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**Central Jakarta**

Educational Background	<ul style="list-style-type: none"> <li>• Master of Business Administration from Woodbury University (1994)</li> <li>• Bachelor of Science from University of Southern California (1992)</li> </ul>
Certification	Basic Financing Certification for Commissioners
Training in 2023	"A New Era of Financing" National Seminar
Legal Basis of Appointment	<p>Was initially appointed as President Commissioner during the Annual General Meeting on April 26, 2017, based on the Statement of Decision of the Annual General Meeting No. 23 dated April 26, 2017. His position as President Commissioner became effective through a Copy of the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-471/NB.11/2017 dated August 21, 2017, regarding the Assessment Results of the Competence and Suitability of Rico Adisurja Setiawan as President Commissioner.</p> <p>His second appointment as President Commissioner occurred during the Annual General Meeting on February 17, 2020, based on the Statement of Decision of the Annual General Meeting No. 28 dated February 25, 2020.</p> <p>He was reappointed for a third term as President Commissioner of Mandiri Tunas Finance during the Shareholders' Decision outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) based on the Statement of Decision of the Annual General Meeting No. 137 dated June 28, 2023.</p>
Term of Office	<ul style="list-style-type: none"> <li>• From April 26, 2017, until the closing of the Annual General Meeting for the 2019 Financial Year (First Term).</li> <li>• From February 17, 2020, until the closing of the Annual General Meeting for the 2022 Financial Year (Second Term).</li> <li>• From June 28, 2023, until the closing of the Annual General Meeting for the 2025 Financial Year (Third Term).</li> </ul>
Concurrent Position	<ul style="list-style-type: none"> <li>• President Director of PT Tunas Mobilindo Perkasa (2017-present)</li> <li>• President Commissioner of PT Asia Surya Perkasa (2015-present)</li> <li>• President Commissioner of PT Tunas Dwipa Matra (2013-present)</li> <li>• Commissioner of PT Rahardja Ekalancar (2010-present)</li> <li>• President Director of PT Tunas Ridean (2010-present)</li> <li>• President Director of PT Tunas Asset Sarana (2005-present)</li> <li>• President Director of PT Surya Mobil Megahtama (2005-present)</li> <li>• Director of PT Surya Sudeco (2005-present)</li> <li>• President Director of PT Tunas Mobilindo Parama (1997-present)</li> </ul>
Professional Background	<ul style="list-style-type: none"> <li>• Commissioner of PT Tunas Financindo Sarana (now PT Mandiri Tunas Finance) (2005-2009)</li> <li>• Director of PT Tunas Financindo Sarana (now PT Mandiri Tunas Finance) (2000-2005)</li> <li>• President Director of PT Tunas Andalan Pratama (1998-2010)</li> <li>• Director of Provisions (Asia) Trading Singapore (1998-2001)</li> <li>• Commissioner of PT Tunas Dwipa Matra (1997-2010)</li> <li>• Director of PT Tunas Ridean (1996-1998, 2001-2010)</li> <li>• Director of PT Tunas Financindo Corporation (now PT Mandiri Tunas Finance) (1995-1999)</li> <li>• Management Consultant at Prasetio Utomo Arthur Andersen (1995-1996)</li> </ul>
Affiliate Relationship	While does not have any affiliation with members of the Board of Commissioners and the Board of Directors, he serves as the President Director of PT Tunas Ridean, which is a shareholder of the Company.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



**TOTOK PRIYAMBODO**  
Commissioner

Place and Date of Birth/Age  
**Born in 1974, in Surabaya**  
**Aged 49 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**South Jakarta**

Educational Background	Bachelor of Civil Engineering from the Bandung Institute of Technology (1997)
Certification	Basic Financing Certification for Commissioners
Training in 2023	<ul style="list-style-type: none"> <li>Webinar on "Leadership in Changing Atmosphere" organized by the Indonesian Financial Services Association (APPI).</li> <li>International Seminar on "Multifinance Indonesia: Welcoming The Great Opportunities After Pandemic" organized by the Indonesian Financial Services Association (APPI).</li> </ul>
Legal Basis of Appointment	Was appointed as a Commissioner of Mandiri Tunas Finance for the first time based on the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) according to the Statement of Decision of the Annual General Meeting No. 22 dated June 17, 2022. His position as Commissioner became effective through a Copy of the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-60/KDK.05/2022 dated December 26, 2022, regarding the Assessment Results of the Competence and Suitability of Totok Priyambodo as Commissioner.
Term of Office	Served as a Commissioner of Mandiri Tunas Finance from June 17, 2022, until the closing of the Annual General Meeting for the 2024 Financial Year (First Term).
Concurrent Position	Senior Executive Vice President (SEVP) of Commercial Banking at Bank Mandiri (November 2020 to March 2024)
Professional Background	<ul style="list-style-type: none"> <li>Senior Executive Vice President (SEVP) of Commercial Banking at PT Bank Mandiri (Persero) Tbk since November 2020.</li> <li>Commissioner of PT Mandiri AXA General Insurance from May 2020 to January 2023.</li> <li>Group Head of Commercial Banking 6 at PT Bank Mandiri (Persero) Tbk from January 2019 to November 2020.</li> <li>Group Head of Middle Corporate 6 at PT Bank Mandiri (Persero) Tbk from April 2018 to January 2019.</li> <li>Executive Business Officer of Commercial Banking at PT Bank Mandiri (Persero) Tbk from April 2017 to March 2018.</li> <li>Started his career at PT Bank Mandiri (Persero) Tbk in 2004.</li> </ul>
Affiliate Relationship	Does not have any affiliation with members of the Board of Commissioners and the Board of Directors. However, he serves as the Senior Executive Vice President (SEVP) of Commercial Banking at PT Bank Mandiri (Persero) Tbk, which is a shareholder of the Company.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.





**FENDY EVENTIUS MUGNI**  
Independent Commissioner

Place and Date of Birth/Age  
**Born in 1972, in Tello Island**  
**Aged 51 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**Bogor**

Educational Background	<ul style="list-style-type: none"> <li>• Master of Electrical Engineering from the Universitas Kristen Indonesia (2020)</li> <li>• Bachelor of Telecommunication Engineering from Universitas Kristen Indonesia (2001)</li> </ul>
Certification	Basic Financing Certification for Commissioners
Training in 2023	None
Legal Basis of Appointment	<p>Was appointed as an Independent Commissioner of Mandiri Tunas Finance for the first time based on the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) according to the Statement of Decision of the Annual General Meeting No. 137 dated June 28, 2023.</p> <p>His position as an Independent Commissioner became effective through the Decision of the Board of Commissioners of the Financial Services Authority No. 13/KDK.06/2023 dated December 8, 2023, regarding the Assessment Results of the Competence and Suitability of Fendy Eventius Mugni as an Independent Commissioner.</p>
Term of Office	Served as an Independent Commissioner of Mandiri Tunas Finance from June 28, 2023, until the closing of the Annual General Meeting for the 2025 Financial Year (Third Term).
Concurrent Position	Independent Commissioner of PT Hotel Indonesia Natour (Persero) (2015-Present).
Professional Background	<ul style="list-style-type: none"> <li>• Independent Commissioner of PT Hotel Indonesia Natour (Persero) since 2015.</li> <li>• Country Manager of PT Eflag Solutions Indonesia from 2012 to 2014.</li> <li>• Project Engineer at Nokia Siemens Networks Indonesia from 2006 to 2012.</li> </ul>
Statement of Independence	Declared his statement of independence on September 20, 2023.
Affiliate Relationship	Does not have any affiliation with members of the Board of Commissioners and the Board of Directors.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.

# Profile of The Board of Directors

In 2023, there were no changes in the composition and membership of the Board of Directors. According to the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) based on the Statement of Decision of the Annual General Meeting No. 137 dated June 28, 2023, Pinohadi G. Sumardi was reappointed for a second term as President Director. Therefore, the composition of the Board of Directors as of December 31, 2023, is as follows:

1. President Director: Pinohadi G. Sumardi
2. Director: R. Eryawan Nurhariadi
3. Director: William Francis Indra



**PINOHADI G. SUMARDI**  
President Director

Place and Date of Birth/Age  
**Born in 1970, in Bandung**  
**Age 53 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**South Jakarta**

Educational Background	<ul style="list-style-type: none"> <li>• Master of International Business Finance from IPMI International Business School (2003)</li> <li>• Bachelor of Finance Management from Universitas Padjadjaran (1993)</li> </ul>
Certifications	<ul style="list-style-type: none"> <li>• Certified Financing Expert for Directors (SPPI)</li> <li>• Certified Banking Risk Management (LSPP)</li> <li>• Treasury Dealer Certification (ACI Forexindo)</li> </ul>
Training in 2023	<ul style="list-style-type: none"> <li>• Economic Outlook 2023 Seminar on "Maintaining Economic Momentum Amid Uncertainty" organized by CNBC Indonesia.</li> <li>• National Seminar on "Micro Financing and Human Resources in the Era of Society 5.0" organized by the Indonesian Financial Services Association (APPI).</li> <li>• International Seminar on "The Future of Digitalization in the Multifinance Industry" organized by the Indonesian Financial Services Association (APPI).</li> </ul>
Legal Basis of Appointment	<p>Appointed as President Director of Mandiri Tunas Finance for the first time occurred during an Extraordinary General Meeting (Circular Resolution) based on the Statement of Decision of Shareholders No. 6 dated October 9, 2020.</p> <p>His position as President Director became effective through a Copy of the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-368/NB.11/2020 dated November 10, 2020, regarding the Assessment Results of the Competence and Suitability of Pinohadi G. Sumardi as President Director.</p> <p>He was reappointed for a second term as President Director of Mandiri Tunas Finance based on the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) according to the Statement of Decision of the Annual General Meeting No. 137 dated June 28, 2023.</p>
Term of Office	<ul style="list-style-type: none"> <li>• From October 9, 2020, to the closing of the Annual General Meeting for the 2022 Financial Year (First Term).</li> <li>• From June 28, 2023, to the closing of the Annual General Meeting for the 2025 Financial Year (Second Term).</li> </ul>
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>• Head of the International Network &amp; Development Department at PT Bank Mandiri (Persero) Tbk from 2019 to 2020.</li> <li>• General Manager of the Cayman Islands Branch Office at PT Bank Mandiri (Persero) Tbk from 2012 to 2019.</li> <li>• Head of the Banking Book Management Department at PT Bank Mandiri (Persero) Tbk from 2010 to 2012.</li> <li>• Foreign Exchange Chief Dealer at PT Bank Mandiri (Persero) Tbk from 2004 to 2010.</li> </ul>
Affiliate Relationship	Does not have any affiliation with members of the Board of Commissioners, the Board of Directors, and shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



**R. ERYAWAN NURHARIADI**  
Director

Place and Date of Birth/Age  
**Born in 1971, in Semarang**  
**Age 52 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**South Jakarta**

Educational Background	<ul style="list-style-type: none"> <li>• Master of Management from Universitas Atma Jaya Jakarta (2001)</li> <li>• Bachelor of Management Economic from Universitas Atma Jaya Yogyakarta (1994)</li> </ul>
Certifications	<ul style="list-style-type: none"> <li>• Financing Expert Certification for Directors (SPPI)</li> <li>• Banking Risk Management Certification (LSPP)</li> </ul>
Training in 2023	<ul style="list-style-type: none"> <li>• National Seminar "Micro Financing and Human Resources in the Era of Society 5.0" organized by the Indonesian Financial Services Association (APPI).</li> <li>• International Seminar "The Future of Digitalization in the Multifinance Industry" organized by the Indonesian Financial Services Association (APPI).</li> <li>• International Seminar "Multifinance Indonesia: Welcoming The Great Opportunities After Pandemic" organized by the Indonesian Financial Services Association (APPI).</li> </ul>
Legal Basis of Appointment	<p>First appointed as a Director of Mandiri Tunas Finance was based on the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution) according to the Statement of Decision of the Annual General Meeting No. 15 dated March 29, 2021.</p> <p>His position as a Director became effective through a Copy of the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-44/KDK.05/2021 dated August 31, 2021, regarding the Assessment Results of the Competence and Suitability of R. Eryawan Nurhariadi as a Director.</p>
Term of Office	March 29, 2021, until the closing of the Annual General Meeting for the 2023 Financial Year (First Term).
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>• Executive Business Officer, SME Banking Group, PT Bank Mandiri (Persero) Tbk (2018-2021).</li> <li>• Supervisor Board, Mandiri Cooperation, PT Bank Mandiri (Persero) Tbk (2020-2021).</li> <li>• Portfolio &amp; Capability Management, SME Banking Group, Banking Department Head, PT Bank Mandiri (Persero) Tbk (2015-2018).</li> <li>• Sales &amp; Monitoring Business Banking I, Group Department Head, PT Bank Mandiri (Persero) Tbk (2008-2015).</li> </ul>
Affiliate Relationship	Does not have any affiliation with members of the Board of Commissioners, the Board of Directors, and shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



**WILLIAM FRANCIS INDRA**  
Director

Place and Date of Birth/Age  
**Born in 1982, in Karawang**  
**Aged 41 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**Tangerang**

Educational Background	<ul style="list-style-type: none"> <li>• Master of Management form Universitas Mercu Buana (2007)</li> <li>• Bachelor of Mathematics from Universitas Padjadjaran (2004)</li> </ul>
Certification	Financing Expert Certification for Directors (SPPI)
Training in 2023	<ul style="list-style-type: none"> <li>• National Seminar on "Challenges of Financing in the Midst of Political Year" organized by the Indonesian Financial Services Association (APPI).</li> <li>• National Seminar on "Micro Financing and Human Resources in the Era of Society 5.0" organized by the Indonesian Financial Services Association (APPI).</li> <li>• National Seminar on "Economic Outlook 2024" organized by the Indonesian Financial Services Association (APPI).</li> </ul>
Legal Basis of Appointment	<p>Initial appointment as a Director of Mandiri Tunas Finance was made based on the decision of Shareholders outside the Annual General Meeting to convene the Annual General Meeting (Circular Resolution), as per the Statement of Decision of the Annual General Meeting No. 15 dated March 29, 2021.</p> <p>His position as a Director became effective through a Copy of the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-26/KDK.05/2021 dated July 6, 2021, regarding the Assessment Results of the Competence and Suitability of William Francis Indra as a Director.</p>
Term of Office	March 29, 2021, until the closing of the Annual General Meeting for the 2023 Financial Year (First Term)
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>• Chief of PT Mandiri Tunas Finance (2016-2021).</li> <li>• Head of IT &amp; Business Excellence Management Division, PT Mandiri Tunas Finance (2013-2016).</li> <li>• Head of IT Operational &amp; Planning Department, PT Mandiri Tunas Finance (2010-2013).</li> </ul>
Affiliate Relationship	Does not have any affiliation with members of the Board of Commissioners, the Board of Directors, and shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.

## Profile of Chief



**B. PERANA CITRA KETAREN**  
Chief

Place and Date of Birth/Age  
**Born in 1977, in Bogor**  
**Age 46 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**Bogor**

Educational Background	Bachelor of Accounting Economic from Universitas Parahyangan Bandung (2001)
Certification	Financing Expert Certification for Directors (SPPI)
Training in 2023	<ul style="list-style-type: none"> <li>International Seminar "The Future of Digitalization in the Multifinance Industry" organized by the Indonesian Financial Services Association (APPI).</li> <li>National Seminar "Economic Outlook 2024" organized by the Indonesian Financial Services Association (APPI).</li> </ul>
In the Office Since	Serving as Chief based on Board of Directors Decision No. 00099/SK-HCP.SVC/HC/VI/2023 dated June 30, 2023.
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>Head of Finance &amp; Accounting Division, PT Mandiri Tunas Finance (2015-2016).</li> <li>Head of AR Management Division, PT Mandiri Tunas Finance (2013-2014).</li> <li>Head of AR Performance &amp; Development Department, PT Mandiri Tunas Finance (2010-2012).</li> <li>Project Manager in the Operational Field, PT Mandiri Tunas Finance (2009-2010).</li> </ul>
Affiliate Relationship	There is no affiliation with other Chiefs, Directors, Board of Commissioners members, or shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



**JOHANES BARUS**  
Chief

Place and Date of Birth/Age  
**Born in 1972, in Bukittinggi**  
**Age 51 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**East Jakarta**

Educational Background	<ul style="list-style-type: none"> <li>• Master of Management from Universitas Gadjah Mada Yogyakarta (2008)</li> <li>• Bachelor of Accounting Economic from Universitas Sumatera Utara (1996)</li> </ul>
Certification	<ul style="list-style-type: none"> <li>• Certification in Financing Expert for Directors (SPPI)</li> <li>• Certification in Banking Risk Management (LSPP)</li> </ul>
Training in 2023	<ul style="list-style-type: none"> <li>• Economic Outlook 2023 Seminar "Maintaining Economic Momentum Amid Uncertainty" organized by CNBC Indonesia.</li> <li>• BARA Risk Forum on "Enterprise Risk Management (ERM) and Cyber Security – How to Mitigate and Protect" organized by BARA.</li> <li>• International Seminar on "The Future of Digitalization in the Multifinance Industry" organized by the Indonesian Financial Services Association (APPI).</li> <li>• Webinar on "Leadership in a Changing Atmosphere" organized by the OJK Institute.</li> </ul>
In the Office Since	Serving as Chief based on Board of Directors Decision No. 00100/SK-HCP.SVC/HC/VI/2023 dated June 30, 2023.
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>• Senior Executive Vice President (SEVP) Risk &amp; Operation at PT Bank Mandiri Taspen (2020-2020).</li> <li>• Executive Credit Officer at PT Bank Mandiri (Persero) Tbk (2018-2020).</li> <li>• Chief Risk Officer at PT AXA Mandiri Financial Services (2015-2018).</li> <li>• Audit Manager at Wholesale Banking Audit II, PT Bank Mandiri (Persero) Tbk (2013-2015).</li> <li>• Head of Risk Management at Bank Mandiri Singapore (2011-2013).</li> </ul>
Affiliate Relationship	There is no affiliation with other Chiefs, Directors, Board of Commissioners members, or shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



**AFRI FEDER FAUZI**  
Chief

Place and Date of Birth/Age  
**Born in 1981, in Jakarta**  
**Age 42 as of December 2023**

Nationality  
**Indonesian**

Domicile  
**South Tangerang**

Educational Background	Bachelor of Business Administration from Universitas Brawijaya Malang (2004)
Certification	Certification in Financing Expert for Directors (SPPI)
Training in 2023	<ul style="list-style-type: none"> <li>Economic Outlook 2023 Seminar "Sustaining Economic Momentum Amid Uncertainty" hosted by CNBC Indonesia.</li> <li>BARA Risk Forum on "Enterprise Risk Management (ERM) and Cyber Security – Strategies for Mitigation and Protection" organized by BARA.</li> <li>International Seminar on "The Future of Digitalization in the Multifinance Industry" conducted by the Indonesian Financial Services Association (APPI).</li> <li>Webinar on "Leadership in a Changing Atmosphere" organized by the OJK Institute.</li> </ul>
In the Office Since	Serving as the Chief based on Board of Directors Decree No. 00101/SK-HCP.SVC/HC/VI/2023 dated June 30, 2023.
Concurrent Position	Does not hold any concurrent position within the Company and other institutions.
Professional Background	<ul style="list-style-type: none"> <li>Strategic Marketing &amp; Product Division Head PT Mandiri Tunas Finance (2018-2022)</li> <li>Marketing &amp; Product Development Division Head PT Mandiri Tunas Finance (2015-2018)</li> <li>Marketing &amp; Product Development Deputy Division Head PT Mandiri Tunas Finance (2014-2015)</li> <li>Dealer Relation Management Department Head PT Mandiri Tunas Finance (2013-2014)</li> <li>Branch Manager PT Mandiri Tunas Finance (2012-2013)</li> </ul>
Affiliate Relationship	There is no affiliation with other Chiefs, Directors, Board of Commissioners members, or shareholders.
Share Ownership	As of December 31, 2023, does not hold any shares in the Company.



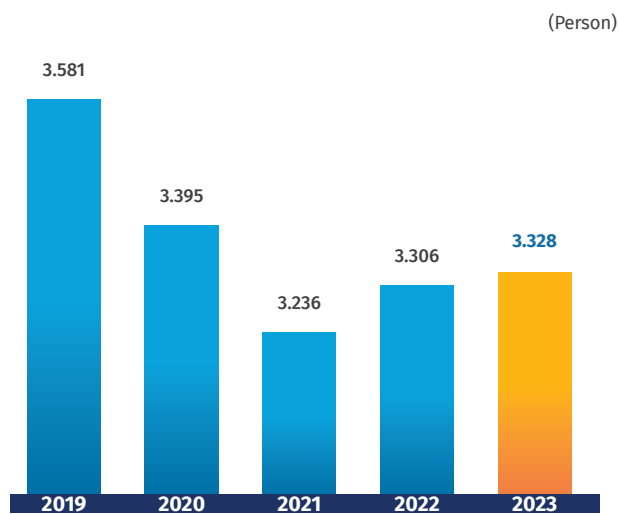
## Division Head and/or Equivalent Position

Directorate	Position (One Level Below the Board of Directors)	Name
Under the Supervision of President Director	Corporate Audit Division Head	Bayu Mario
	Corporate Secretary Division Head	Arif Reza Fahlepi
Chief Human Capital & Legal	Human Capital Division Head	Makah Indra Purnomo
	HC Learning Division Head	Dadan Hamdhani
	Legal Division Head	Arief Aphrian Lambri
	Credit Operation & General Service Division Head	-
Chief Risk Management	Retail Risk Management Division Head	Indra Budi Laksana
	Corporate Risk Division Head	Vitriati Hartika T
Chief AR Management & Digital	AR Management Division Head	A Tatep Fathurohman
	Fleet AR Management Division Head	Rully Rianto F
	Recovery Management Division Head	Wicaksono Adi
	Strategic Digital Division Head	-
Chief Credit Management	Credit Management Division Head	Ivan Ferdinand Thanta
	Corporate Credit Management Division Head	Jekson Benardo Simanjuntak
Under the Supervision of Director of Sales & IT	Regional Division Head Regional 1	Puji Bisno Santoso
	Regional Division Head Regional 2	Joko Margono
	Regional Division Head Regional 3	Mardi Fahmi
	Regional Division Head Regional 4	Ari Paisal Rohman
	Regional Division Head Regional 5	Wawan Yuliyanto
	Regional Division Head Regional 6	Sukandar
	Regional Division Head Regional 7	Ronald Rajagukguk
	Regional Division Head Regional 8	Gun Gun Wildan
	Regional Division Head Regional 9	Irianto Musdiono
	Operation Support Management Division Head	Yeremias
Information Technology Division Head	Kanda Octaviano	
Chief Marketing	Strategic Marketing & Communication Division Head	Camar Sativa
	Marketing Division Head	Andes Saputra
	Multiguna Division Head	Ruly Widyanto
	Multiguna Advisor Division Head	I Ketut Suwitra
Under the Supervision of Director of Corporate Finance & Business Strategy	Treasury & Finance Division Head	Ramadhan Safitri
	Accounting, Tax & Financial Planning Division Head	Rina Floriana Rustik
	Corporate Planning & Performance Management Division Head	Citra Judith Lupitadevi
Chief Strategic Business	Mandiri Liaison 1 Division Head	Andre Tigor
	Mandiri Liaison 2 Division Head	Jarnawi
	Corporate Fleet 1 Division Head	Bragent Parlinggoman Tambunan
	Corporate Fleet 2 Division Head	Supriadi Waskito Susilo

## Employee Demographics



### Number of Employee for the Past 5 (Five) Years



## Number of Employees by Organizational Level/Positions

Organizational Level/ Position	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
<b>Executive</b>									
Commissioner	3	0	3	0,09	3	0	3	0,09	0%
Director	3	0	3	0,09	3	0	3	0,09	0%
Chief	3	0	3	0,09	3	0	3	0,09	0%
<b>Subtotal</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0,27</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0,27</b>	<b>0%</b>
Committee/Supporting Organ	4	0	4	0,12	4	0	4	0,12	0%
Division Head	31	3	34	1,02	27	3	30	0,91	13%
Deputy Division Head	3	1	4	0,12	0	0	0	0	0%
Manager	226	69	295	8,86	209	55	264	7,99	12%
Supervisor	824	372	1.196	35,94	772	327	1.099	33,24	9%
Staff	1.218	568	1.786	53,67	1.310	590	1.900	57,47	-6%
<b>Total</b>	<b>2.315</b>	<b>1.013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

\*) M=Male/F=Female

## Number of Employee Based on Regional and Division

Working Location/Placement	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
Corporate Fleet	37	23	60	1,8	35	17	52	1,57	15,38%
Head Office	370	260	630	18,93	317	227	544	16,45	15,81%
Regional 1	159	52	211	6,34	177	52	229	6,92	-7,86%
Regional 2	288	82	370	11,12	314	87	401	12,12	-7,73%
Regional 3	234	89	323	9,71	236	90	326	9,86	-0,92%
Regional 4	203	100	303	9,1	204	102	306	9,25	-0,98%
Regional 5	181	78	259	7,78	188	72	260	7,86	-0,38%
Regional 6	203	65	268	8,05	206	68	274	8,28	-2,19%
Regional 7	269	104	373	11,21	266	105	371	11,22	0,54%
Regional 8	167	77	244	7,33	176	74	250	7,56	-2,40%
Regional 9	204	83	287	8,62	212	81	293	8,86	-2,05%
<b>Total</b>	<b>2.315</b>	<b>1.013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

\*) M=Male/F=Female

## Number of Employee Based on Educational Level

Educational Level	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
Doctorate	0	0	0	0	1	0	1	0,03	(100,00)
Master	35	15	50	1,50	31	12	43	1,30	16,00
Bachelor, Diploma IV	1.654	792	2.446	73,50	1.626	761	2.387	72,20	2,00
Diploma (D3,D2,D1)	349	188	537	16,14	370	185	555	16,79	(3,00)
High school and equivalent	277	18	295	8,86	303	17	320	9,68	(8,00)
<b>Total</b>	<b>2.315</b>	<b>1.013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

## Number of Employee Based on Employment Status

Employment Status	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
Contract	339	178	517	15,53	280	149	429	12,98	20,51
Permanent	1.973	835	2.808	84,38	2.047	824	2.871	86,84	(2,19)
Probation	3	0	3	0,09	4	2	6	0,18	(50,00)
<b>Total</b>	<b>2.315</b>	<b>1013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

## Number of Employee Based on Age Range

Age Range	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
> 50 Years Old	90	17	107	3,22	77	13	90	2,72	18,89
40-49 Years Old	701	146	847	25,45	652	124	776	23,47	9,57
30-39 Years Old	1.177	524	1.701	51,11	1.233	523	1.756	53,12	(2,97)
20-29 Years Old	347	326	673	20,22	369	315	684	20,69	(1,61)
< 20 Years Old	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2.315</b>	<b>1.013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

## Number of Employee Based on Tenure

Tenure	2023				2022				Increase (Decrease) (%)
	M	F	Number	%	M	F	Number	%	
> 9 Years	1.018	459	1.477	44,38	878	404	1.282	38,78	15,21
5 - 9 Years	599	201	800	24,04	769	243	1.012	30,61	(20,95)
3 - 5 Years	282	108	390	11,72	353	132	485	14,67	(19,59)
1 - 3 Years	233	174	407	12,23	167	106	273	8,26	49,08
< 1 Years	183	71	254	7,63	164	90	254	7,68	0,00
<b>Total</b>	<b>2.315</b>	<b>1.013</b>	<b>3.328</b>		<b>2.331</b>	<b>975</b>	<b>3.306</b>		

### Number of Employee Based on Gender/Sex

Gender	2023		2022		Increase (Decrease) (%)
	Number	%	Number	%	
Male	2.315	69,56	2.331	70,51	(0,69)
Female	1.013	30,44	975	29,49	3,90
<b>Total</b>	<b>3.328</b>		<b>3.306</b>		

## Education and/or Training for The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit and Risk Management

Name and Position	Type of Training and Education	Education and Training Material	Place and Date	Organizer
<b>Board of Commissioners</b>				
Rico Adisurja Setiawan (President Commissioner)	Public Training	National Seminar "The New Era of Financing Industry"	Jakarta, 06/06/2023	APPI
Totok Priyambodo (Commissioner)	Public Training	Webinar "Leadership In Changing Atmosphere"	Online, 24/08/2023	OJK Institute
	Public Training	International Seminar: Multifinance Indonesia: Welcoming The Great Opportunities After Pandemic	Tokyo, Japan, 15/12/2023	APPI
Ravik Karsidi (Independent Commissioner)*	-	-	-	-
Fendy Eventius Mugni (Independent Commissioner)**	In-house Training	Internal Briefing for Commissioners	Jakarta, 24/08/2023	MTF
	Public Training	Commissioner Certification for Basic Financing	Jakarta, 30/08/2023	SPPI
<b>Board of Directors</b>				
Pinohadi G Sumardi (President Director)	Public Training	Seminar Economic Outlook 2023 "Sustaining Economic Momentum Amid Uncertainty"	Jakarta, 28/02/2023	CNBC Indonesia
	Public Training	National Seminar "Microfinance and Human Resources in the Era of Society 5.0"	Jakarta, 03/03/2023	APPI
	Public Training	International Seminar "The Future Of Digitalization In Multifinance Industry"	Jakarta, 01/08/2023	APPI

Name and Position	Type of Training and Education	Education and Training Material	Place and Date	Organizer
William Francis Indra (Director)	Public Training	National Seminar "Challenges in Financing Amid Political Year"	Jakarta, 31/01/2023	APPI
	Public Training	National Seminar "Micro Financing and HR in the Era of Society 5.0"	Jakarta, 03/03/2023	APPI
	Public Training	National Seminar "Economic Outlook 2024"	Jakarta, 03/10/2023	APPI
R. Eryawan Nurhariadi (Director)	Public Training	National Seminar "Micro Financing and HR in the Era of Society 5.0"	Jakarta, 03/03/2023	APPI
	Public Training	International Seminar "The Future Of Digitalization In Multifinance Industry"	Jakarta, 01/08/2023	APPI
	Public Training	International Seminar: Multifinance Indonesia: Welcoming The Great Opportunities After Pandemic	Tokyo, Japan, 15/12/2023	APPI
<b>Chief</b>				
Bonifatius Perana Citra Ketaren (Chief)	Public Training	International Seminar "The Future Of Digitalization In Multifinance Industry"	Jakarta, 01/08/2023	APPI
	Public Training	National Seminar "Economic Outlook 2024"	Jakarta, 03/10/2023	APPI
Johanes Barus (Chief)	Public Training	Seminar Economic Outlook 2023 "Sustaining Economic Momentum Amid Uncertainty"	Jakarta, 28/02/2023	CNBC Indonesia
	Public Training	Bara Risk Forum "Erm And Cyber Security - How To Mitigate And Protect"	Online, 26/07/2023	BARA
	Public Training	International Seminar "The Future Of Digitalization In Multifinance Industry"	Jakarta, 01/08/2023	APPI
	Public Training	Webinar "Leadership In Changing Atmosphere"	Online, 24/08/2023	OJK Institute
Afri Feder Fauzi (Chief)	Public Training	International Seminar "The Future Of Digitalization In Multifinance Industry"	Jakarta, 01/08/2023	APPI
	Public Training	National Seminar "Economic Outlook 2024"	Jakarta, 03/10/2023	APPI

Name and Position	Type of Training and Education	Education and Training Material	Place and Date	Organizer
<b>Audit Committee</b>				
Marlan Marthias Achmad	Public Training	The National Audit Committee Conference 2023 on "Overseeing the Sustainability and Growth of the Company Through Risk Oversight and Control".	Jakarta, 10/10/2023	IKAI
<b>Nomination and Remuneration Committee</b>				
Fendy Eventius Mugni (Independent Commissioner)**	In-house Training	Internal Briefing for Commissioners	Jakarta, 24/08/2023	MTF
	Public Training	Commissioner Certification for Basic Financing	Jakarta, 30/08/2023	SPPI
Totok Priyambodo (Commissioner)	Public Training	Webinar "Leadership In Changing Atmosphere"	Online, 24/08/2023	OJK Institute
	Public Training	International Seminar: Multifinance Indonesia: Welcoming The Great Opportunities After Pandemic	Tokyo, Japan, 15/12/2023	APPI
<b>Risk Monitoring Committee</b>				
Irwan Trinugroho	-	-	-	-
<b>Corporate Secretary</b>				
Arif Reza Fahlepi (Corporate Secretary Division Head)	Public Training	Webinar "Leadership In Changing Atmosphere"	Online, 08/08/2023	OJK Institute
	In-house Training	Implementation of the Personal Data Protection Law.	Jakarta, 11/11/2023	MTF & OJK
	Public Training	Anti fraud and Gratification	Jakarta, 12/12/2023	Hari Iman Wahyudi, S.psi, Psikolog, Cht
	In-house Training	Leadership For General Manager	Jakarta, 12/12/2023	Jakarta
<b>Audit Internal</b>				
Bayu Mario (Corporate Audit Division Head)	Public Training	Basic Financing Certification-Managerial	Jakarta, 17/03/2023	SPPI
	Public Training	2023 IIA Indonesia National Conference	Jakarta, 10/08/2023	IIA
	Public Training	Strengthening Governance and Integrity Reporting Financial & Practical Implementation of Risk Management and Internal Audit in State-Owned Enterprises Forum.	Jakarta, 12/09/2023	SOEs & FKSPI
	In-house Training	Audit Report Writing Methodology	Jakarta, 11/11/2023	PT Asanka Kreasi Mandiri
	In-house Training	Leadership for General Manager	Jakarta, 12/12/2023	MTF

Name and Position	Type of Training and Education	Education and Training Material	Place and Date	Organizer
<b>Retail Risk Management</b>				
Indra Budi Laksana (Retail Risk Management Division Head)	Public Training	Certification in Risk Management One Level Below the Board of Directors.	Jakarta, 11/07/2023	SPPI
	Public Training	Credit Skills Accreditation Training Program Batch 3	Jakarta, 11/08/2023	Moody's
	In-house Training	Implementation of the Personal Data Protection Law.	Jakarta, 11/11/2023	MTF & OJK
	In-house Training	Leadership for General Manager	Jakarta, 12/12/2023	MTF
<b>Corporate Risk Management</b>				
Vitriati Hartika (Corporate Risk Management Division Head)	In-house Training	Awareness Training of Information Security Management System based on ISO 27001:2022	11/01/2023	MTF
	In-house Training	Training of Internal Audit ISO 27001:2022 based on ISO 19011:2018	12/02/2023	MTF
	Public Training	Certification in Risk Management One Level Below the Board of Directors.	Jakarta, 11/07/2023	SPPI
	Public Training	ERM And Cyber Security - How to Mitigate and Protect	Jakarta, 18/07/2023	BARA
	In-house Training	General Manager Development Program	Jakarta, 12/12/2023	MTF
	In-house Training	Leadership for General Manager	Jakarta, 12/12/2023	MTF

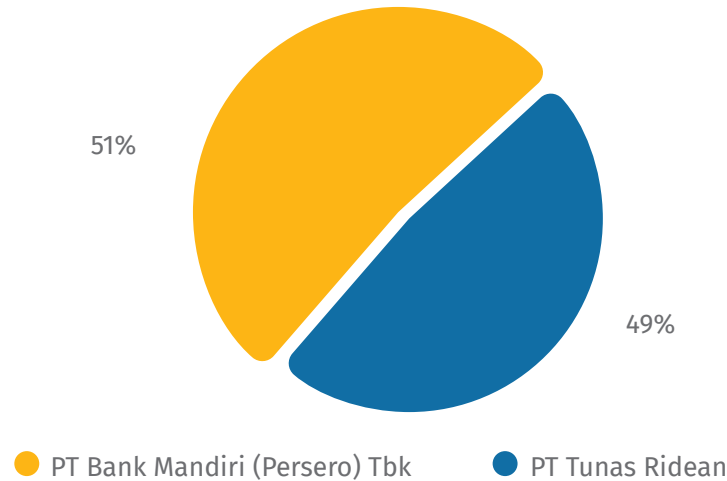


## Structure and Composition of Shareholders

### Composition of MTF Shareholders

No	Shareholder	January 1, 2023			December 23, 2023		
		Number of Shares	Nominal (Rp)	Share Ownership Percentage (%)	Number of Shares	Nominal (Rp)	Share Ownership Percentage (%)
1	PT Bank Mandiri (Persero) Tbk	1.275.000.000	127.500.000.000	51,00	1.275.000.000	127.500.000.000	51,00
2	PT Tunas Ridean	1.225.000.000	122.500.000.000	49,00	1.225.000.000	122.500.000.000	49,00
<b>Total</b>		<b>2.500.000.000</b>	<b>250.000.000.000</b>	<b>100,00</b>	<b>2.500.000.000</b>	<b>2.500.000.000</b>	<b>100,00</b>

### Composition of Shareholders of Mandiri Tunas Finance



## Information on the Shares Ownership of Mandiri Tunas Finance by Key Management

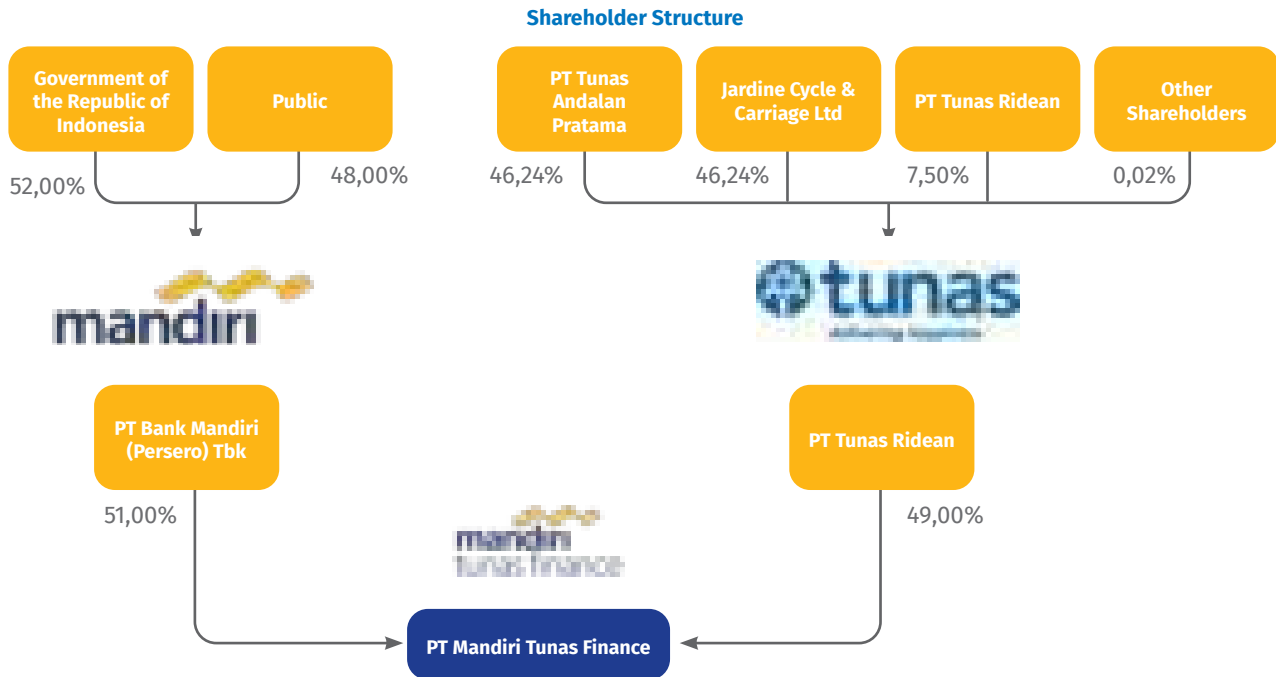
### Shares Ownership of Mandiri Tunas Finance by the Board of Commissioners and Directors, Directly or Indirectly

Board of Commissioners and Board of Directors	Position	Direct Ownership of MTF Shares		Indirect Ownership of MTF Shares	
<b>Board of Commissioners</b>					
Rico Adisurja Setiawan	President Commissioners	None	None	None	None
Totok Priyambodo	Commissioner	None	None	None	None
Fendy Eventius Mugni	Commissioner	None	None	None	None
<b>Board of Directors</b>					
Pinohadi G. Sumardi	President Director	None	None	None	None
William Francis Indra	Director	None	None	None	None
R. Eryawan Nurhariadi	Director	None	None	None	None

\*) None = Doesn't hold MTF shares

## Information on the Ownership of Mandiri Tunas Finance Shares by Key Management

The Main Shareholder/Controlling Shareholder of the Company is PT Bank Mandiri (Persero) Tbk, which owns 51.00% of the Company's shares. Meanwhile, PT Tunas Ridean Tbk owns 49.00% of the Company's shares. Below is the share ownership structure up to the ultimate parent entity.



### PT Bank Mandiri (Persero) Tbk

PT Bank Mandiri (Persero) Tbk, later called as 'Bank Mandiri', was established on October 2, 1998, in the Republic of Indonesia under Notarial Deed No. 10 by Notary Sutjipto, S.H., based on Government Regulation No. 75 of 1998 dated October 1, 1998. Bank Mandiri was established through the merger or consolidation of 4 (four) state-owned banks, namely PT Bank Bumi Daya (Persero), PT Bank Dagang Negara (Persero), PT Bank Ekspor Impor (Persero), and PT Bank Pembangunan Indonesia (Persero). On July 14, 2003, Bank Mandiri conducted its Initial Public Offering (IPO) with the stock code 'BMRI' amounting to 20% or equivalent to 4 billion shares.

Supported by experience and seasoned capabilities in providing banking services, particularly in the corporate credit segment, Bank Mandiri remains trusted as one of the largest state-owned (BUMN) banks in Indonesia in terms of total assets, loans, and deposits.

As a state-owned bank operating in the midst of the world's largest population, and in line with its long-term aspiration for 2020 - 2024 to be "Your Preferred Financial Partner," Bank Mandiri consistently focuses on two key aspects

- Bank Mandiri is committed to establishing long-term relationships built on trust with both business and individual customers. Serving all customers with international service standards through innovative financial solutions, Bank Mandiri aims to be recognized for its performance, human resources, and top-notch teamwork.
- Bank Mandiri takes an active role in fostering Indonesia's long-term growth and consistently delivers high returns for shareholders.

To achieve this, Bank Mandiri consistently enhances its position and capabilities in the National banking industry by paying a meticulous attention to rapid technological developments, the increasingly dynamic needs of customers, and the demographic characteristics of the Indonesian population.

### General Information of PT Bank Mandiri (Persero) Tbk

<b>Company Name</b>	PT Bank Mandiri (Persero) Tbk
<b>Date of Establishment</b>	October 2, 1998
<b>Line of Business</b>	Banking
<b>Share Issuance</b>	Indonesia Stock Exchange, July 14, 2003, ticker code "BMRI."
<b>Business Network</b>	<ul style="list-style-type: none"> <li>• 1 Head Office</li> <li>• 139 Branch Offices</li> <li>• 10 Subsidiaries and 5 Subsidiary Entities (including 1 Grandchild Entity)</li> <li>• 2,104 Sub-branches</li> <li>• 12,906 ATMs</li> <li>• 7 Overseas Offices (5 Branch Offices and 2 Subsidiaries)</li> </ul>
<b>Number of Employee</b>	38.940 employees (2023)
<b>Financial Performance as of December 31, 2023 (In million Rupiah)</b>	<ul style="list-style-type: none"> <li>• Number of Assets 2.174.219.449</li> <li>• Number of Customer Deposits 225.501.470</li> <li>• Number of Equity 287.494.962</li> <li>• Number of Net Interest Revenue and Sharia 98.009.620</li> <li>• Number of Net Profit for the Year 60.051.870</li> </ul>
<b>Address of Head Office</b>	Plaza Mandiri Jl. Jenderal Gatot Subroto Kav. 36-38 Jakarta 12190 Indonesia Telp: +6221 5265045 Fax: +6221 5274477, 527557 Email: corporate.communication@bankmandiri.co.id
<b>Website</b>	www.bankmandiri.co.id

### Structure of the Board of Commissioners and the Board of Directors of PT Bank Mandiri (Persero) Tbk as of December 31, 2023

Board of Commissioners	
President Commissioner/Independent Commissioner	Muhamad Chatib Basri
Vice President Commissioner/Independent Commissioner	Andrinof A. Chaniago
Independent Commissioner	Loeke Larasati Agoestina
Independent Commissioner	Muliadi Rahardja
Independent Commissioner	Heru Kristiyana
Independent Commissioner	Zainudin Amali
Commissioner	Rionald Silaban
Commissioner	Arif Budimanta
Commissioner	Faried Utomo
Commissioner	Nawal Nely
Commissioner	Muhammad Yusuf Ateh
Board of Directors	
President Director	Darmawan Junaidi
Vice President Director	Alexandra Askandar
Director of Risk Management	Ahmad Siddik Badruddin

Board of Directors	
Director of Compliance and Human Resource	Agus Dwi Handaya
Director of Commercial Banking	Riduan
Director of Banking Network and Retail	Aquarius Rudianto
Director of Operation	Toni E. B. Subari
Director of Corporate Banking	Susana Indah Kris Indriati
Director of Institutional Relationship	Rohan Hafas
Director of Finance and Strategy	Sigit Prastowo
Director of Information Technology	Timothy Utama
Director of Treasury and International Banking	Eka Fitria

## PT Tunas Ridean

PT Tunas Ridean, later called “Tunas Group,” is the founding shareholder of the Company. Tunas Group is a family-owned company named Tunas Indonesia Motor, which has been operating since 1967. In 1980, Tunas Group integrated all business units into one parent company, PT Tunas Ridean. The company then went public on the Indonesia Stock Exchange (IDX) in 1995 through an Initial Public Offering with the stock code “TURI”.

In 2012, Tunas Group expanded its network of automotive sales outlets and after-sales services through the acquisition of the official Isuzu brand dealer PT Rahardja Ekalancar, now known as Tunas Isuzu. In November 2014, PT Tunas Dwipa Matra, together with a third party, established PT Asia Surya Perkasa, the main Honda motorcycle dealer for the Bangka Belitung region.

Nowadays, Tunas Group has become the largest independent automotive group with 160 outlets spread across Indonesia. Tunas Group operates a network of sales outlets and after-sales services for well-established automotive brands through PT Tunas Ridean (Tunas Toyota), PT Tunas Mobilindo Perkasa (Tunas Daihatsu and Tunas Peugeot), PT Tunas Mobilindo Parama (Tunas BMW), and PT Tunas Dwipa Matra, the main Honda motorcycle dealer for the Lampung region. The Company, through PT Tunas Aset Sarana (Tunas Used Car), also provides sales services for BMW Premium Selection used cars.

In addition, Tunas Group operates vehicle rental services and short-term and long-term fleet management through PT Surya Sudeco (Tunas Rent). PT Surya Sudeco established a manpower services company named PT Mitra Asri Pratama and an auction house named PT Mega Armada Sudeco.

In mid-2022, Tunas Group made the decision to go private and voluntarily delist from the Indonesia Stock Exchange (IDX). PT Tunas Ridean officially became a private company on April 6, 2023.

## General Information on PT Tunas Ridean

Company Name	PT Tunas Ridean
Date of Establishment	July 24, 1980
Line of Business	Agency, Channel, Industry, Commercial, and Transportation
Share Issuance	Indonesia Stock Exchange, May 16, 1995, ticker code "TURI"
Business Network	161 outlets spread across Indonesia
Number of Employee	4.249 employees
Financial Performance as of December 31, 2023 (In million Rupiah)	<ul style="list-style-type: none"> <li>Total Assets Rp9.463.450.744.732</li> <li>Total Equity Rp5.437.228.383.067</li> <li>Total Net Revenue Rp18.888.289.266.250</li> <li>Total Net Profit for the Year Rp1.202.336.990.112</li> </ul>

<b>Address of Head Office</b>	Jl. Raya Pasar Minggu No.7 Jakarta 12740, Indonesia Telp: +6221 794 4788, 799 5621 Fax: +6221 150 0798 Email: info@tunasgroup.com
<b>Website</b>	www.tunasgroup.com

### Structure of the Board of Commissioners and the Board of Directors of PT Tunas Ridean as of December 31, 2023

Board of Commissioners	
President Commissioner	Anton Setiawan
Commissioner	Hong Anton Leoman
Commissioner	Wilfrid Foo Tsu-Jin
Commissioner	Alfredo Chandra
Board of Directors	
President Director	Rico Adisurja Setiawan
Director	Nugraha Indra Permadi
Director	Andrew Ling
Director	Tenny Febyana Halim
Director	Ester Tanudjaja

## Chronology of Stock Issuance

Until the end of 2023, the Company did not list its shares on the stock market. The Company became a listed company as an issuer because it issued bonds. Therefore, there is no information provided about the chronology of stock issuance and listing.

## Chronology of Other Security Issuance

Since 2003, MTF has issued bonds several times, with the funds being used entirely to strengthen the funding structure in support of motor vehicle financing activities. Despite receiving full support for funding facilities, especially Joint Financing from PT Bank Mandiri (Persero) Tbk, the Company continues to diversify its funding to support its business performance. In addition, the issuance of Bonds also aims to maintain good relations with investors and preserve the Company's existence as a leading financing company in Indonesia.

In 2023, the Company issued the Public Offering of Mandiri Tunas Finance VI Continuing Bonds Phase I 2023 and the Public Offering of Mandiri Tunas Finance VI Continuing Bonds Phase II 2023. The table below shows the outstanding bonds and those still unpaid as of December 31, 2023. All bonds issued by the Company were carried out through the Indonesia Stock Exchange (IDX). Besides the bonds listed below, the Company did not issue any other securities.

## The list of bonds issued by Mandiri Tunas Finance and still outstanding in 2023

Year	Name of Bond	Issue Credit Rank	Amount (Rp million)	Interest Rate	Interest Payment Frequency	Date of Issuance	Due Date	Status
2019	Continuing Bond IV MTF Phase I Series B	idAA+	200.000	9,75% p.a	Quarterly	January 8, 2019	January 8, 2024	Active/ Outstanding
	Continuing Bond IV MTF Phase II Series B	idAA+	658.000	9,50% p.a	Quarterly	July 26, 2019	July 26, 2024	Active/ Outstanding
2020	Continuing Bond V MTF Phase I Series A	idAA+	472.000	8,00% p.a	Quarterly	August 13, 2020	August 13, 2023	Paid as of August 10, 2023
	Continuing Bond V MTF Phase I Series B	idAA+	386.000	8,60% p.a	Quarterly	August 13, 2020	August 13, 2025	Active/ Outstanding
2021	Continuing Bond V MTF Phase II Series A	idAA+	915.150	7,00% p.a	Quarterly	May 20, 2021	May 20, 2024	Active/ Outstanding
	Continuing Bond V MTF Phase II Series B	idAA+	485.700	7,65% p.a	Quarterly	May 20, 2021	May 20, 2026	Active/ Outstanding
2022	Continuing Bond V MTF Phase III Series A	idAA+	851.440	5,90% p.a	Quarterly	February 23, 2022	February 23, 2025	Active/ Outstanding
	Continuing Bond V MTF Phase III Series B	idAA+	376.615	6,75% p.a	Quarterly	February 23, 2022	February 23, 2027	Active/ Outstanding
2023	Continuing Bond VI MTF Phase I Series A	idAAA	439.660	6,00% p.a	Quarterly	July 11, 2023	July 11, 2026	Active/ Outstanding
	Continuing Bond VI MTF Phase I Series B	idAAA	252.075	6,25% p.a	Quarterly	July 11, 2023	July 11, 2028	Active/ Outstanding
	Continuing Bond VI MTF Phase II Series A	idAAA	804.175	6,50% p.a	Quarterly	September 27, 2023	September 27, 2026	Active/ Outstanding
	Continuing Bond VI MTF Phase II Series B	idAAA	326.935	6,75% p.a	Quarterly	September 27, 2023	September 27, 2028	Active/ Outstanding

Note: The rating results are ratings assigned to bonds at the initial registration of bonds conducted by PEFINDO.

## Information about the Group Structure and Business Segments, Subsidiaries, Associates, as well as *Joint Venture (JV)* and *Special Purpose Vehicle (SPV)*

By of 2023, Mandiri Tunas Finance does not have a group structure and business segments, subsidiaries, associates, equity investments, joint ventures (JVs), special purpose vehicles (SPVs), or operational cooperation (KSO). Thus, there is no information available regarding the names of subsidiaries and/or associates, percentage of share ownership, description of the business fields of subsidiaries and/or associates, and operational status of subsidiaries and/or associates. Additionally, the Company also does not have a group structure and business segments.

## Public Accountant

The Board of Commissioners is authorized to initiate the selection process of the External Auditor in accordance with the Company's procurement regulations. Approval was obtained during the Annual General Meeting held on June 28, 2023, to appoint Purwantono, Sungkoro & Surja Public Accountants (a member firm of Ernst & Young Global Limited) as the external party to audit the Company's financial statements for the fiscal year ending December 31, 2023. The Board also set the amount of honorarium in accordance with applicable regulations, provided that the appointed public accountant is registered with and approved by the Financial Services Authority (OJK).

### Public Accounting Firms (KAP) and Auditors for the Last 5 Years

Year	Public Accounting Firm	Name of Accountant	Provided Service	Fee (Rp)	Opinion
2023	Purwantono, Sungkoro & Surja (EY) STTD.KAP-03/PM.22/2018	Danil Setiadi Handaja, CPA No Izin AP.1008	General audit of the financial statements for the fiscal year 2023.	1.132.200.000	Free from material misstatement
2022	Purwantono, Sungkoro & Surja (EY) No. Izin KMK No. 603/KM.1/2015	Yovita No. Izin AP.0242	General audit of the financial statements for the fiscal year 2022.	1.048.950.000	Free from material misstatement
2021	Purwantono, Sungkoro & Surja (EY) No. Izin KMK No. 603/KM.1/2015	Yovita No. Izin AP.0242	General audit of the financial statements for the fiscal year 2021.	998.000.000	Free from material misstatement
2020	Purwantono, Sungkoro & Surja (EY) No. Izin KMK No. 603/KM.1/2015	Yovita No. Izin AP.0242	General audit of the financial statements for the fiscal year 2020.	950.000.000	Free from material misstatement
2019	Purwantono, Sungkoro & Surja (EY) No. Izin KMK No. 603/KM.1/2015	Danil Setiadi Handaja, CPA No. Izin AP.1008	General audit of the financial statements for the fiscal year 2019.	930.000.000	Free from material misstatement

### Other Services and Public Accounting Firms (KAP)/Public Accountant in 2023

In 2023, the company appointed Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja to issue a Comfort Letter for the issuance of Sustainable Bond VI. This service was agreed upon at a cost of Rp965,700,000 (after tax) with Contract Number 083/SPK-PROC/MTF/III/2023.

## Supporting Institutions and Professions

Commercial and Stock Issuance	
Name	PT Bursa Efek Indonesia (BEI)
Address	Indonesia Stock Exchange Building Jl. Jend. Sudirman Kav. 52-53. Jakarta 12190, Indonesia Tel: +62 21 515 0515 Email: callcenter@idx.co.id Website: www.idx.co.id
Services Provided	Trading Information Annual Listing Fee for Stocks
Period of Assignment	Year 2023
Kustodian	
Name	PT Kustodian Sentral Efek Indonesia (KSEI)
Address	Indonesia Stock Exchange Building Tower 1, 5th Floor Jl. Jend. Sudirman Kav. 52-53. Jakarta 12190 Phone: +62 21 5299 1099 Fax: +62 21 5299 1199 Email: helpdesk@ksei.co.id Website: www.ksei.co.id
Services Provided	Providing services to administer securities issued by service providers for securities custody and transaction settlement as well as distributing corporate action proceeds.
Period of Assignment	Year 2023
Corporate Rating Provider	
Name	PT Fitch Rating
Address	DBS Bank Tower, 24th Floor Suite 2403 Jl. Prof. Dr. Satrio Kav. 3-5 Jakarta 12940
Services Provided	Providing an assessment or rating for the Company
Period of Assignment	Year 2023
Trustee	
Name	PT Bank Rakyat Indonesia (Persero) Tbk Divisi Investment Services Bagian Trust & Corporate Services
Address	BRI II Building, 6th Floor Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210
Services Provided	Representing the interests of Bondholders
Period of Assignment	Year 2023
Securities Rating Agency	
Name	PT Pemeringkat Efek Indonesia (Pefindo)
Address	Panin Tower Senayan City 17th Floor Jl. Asia Afrika Lot. 19 Jakarta 10270
Services Provided	Memberikan penilaian atau pemeringkat terhadap Obligasi yang diterbitkan Perseroan
Period of Assignment	Year 2023



Underwriter of Securities Issuance	
Name	PT Mandiri Sekuritas
Address	Menara Mandiri Tower I Floor 25 Jl. Jend. Sudirman Kav. 54-55 Jakarta 12190
Services Provided	Responsible for conducting Public Offerings
Period of Assignment	Year 2023

Underwriter of Securities Issuance	
Name	PT Trimegah Sekuritas Indonesia Tbk
Address	Artha Graha Building Floors 18 and 19 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190
Services Provided	Responsible for conducting Public Offerings
Period of Assignment	Year 2023

Underwriter of Securities Issuance	
Name	PT BRI Danareksa Sekuritas
Address	BRI II Building 23rd Floor Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210
Services Provided	Responsible for conducting Public Offerings
Period of Assignment	Year 2023

Notary	
Name	Notaris & PPAT Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
Address	Jl. Panglima Polim V No. 11 Kebayoran Baru, South Jakarta 12160
Services Provided	The preparation of agreements required in conducting the Continuous Public Offering of Bonds.
Period of Assignment	Year 2023

Law Consultant	
Name	BM & Partners - Poernomo Idna Yashinta, S.H.
Address	Wisma Haroen, Jalan Raya Pasar Minggu No. 2A, South Jakarta
Services Provided	Conducting legal due diligence on company documents, preparing a comprehensive due diligence report, and providing legal opinions for the organization of Continuous Public Offering of Bonds.
Period of Assignment	Year 2023

## Company Website



According to Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 concerning Issuer or Public Company Websites, the Company has provided a website in both Indonesian and English, easily accessible to all stakeholders.

The Company maintains an official website at [www.mtf.co.id](http://www.mtf.co.id), divided into two platforms: a product and services website at [www.mtf.co.id](http://www.mtf.co.id) managed by marketing, and a corporate website at [www.mtf.co.id/corporate](http://www.mtf.co.id/corporate) managed by the Corporate Secretary.

The existence of MTF's website reflects its commitment to transparency and the implementation of Good Corporate Governance (GCG) principles, allowing stakeholders to access various information related to the Company. Additionally, the website provides information about the Company's products and services. The information on the website is regularly updated.

## Corporate Website Navigation Mandiri Tunas Finance [www.mtf.co.id/korporat](http://www.mtf.co.id/korporat)

Menu	Scope of Content
Corporate Information	<ul style="list-style-type: none"> <li>• MTF History</li> <li>• Company Organizational Structure</li> <li>• Share Ownership Structure</li> <li>• Company Group Structure</li> <li>• Management</li> <li>• Supporting Professions</li> <li>• Articles of Association</li> <li>• Financing Products</li> <li>• Awards</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>• Governance Practices</li> <li>• GCG Charter</li> <li>• Corporate Code of Conduct</li> <li>• Audit Committee Charter</li> <li>• Employee Code of Conduct</li> <li>• Committee Work Guidelines</li> <li>• Audit Committee Members</li> <li>• Nomination and Remuneration Procedures</li> <li>• Risk Management Policy</li> <li>• Policy on Reporting Violations Mechanisms</li> </ul>
Investor Information	<ul style="list-style-type: none"> <li>• Prospectus</li> <li>• Annual Report</li> <li>• Sustainability Report</li> <li>• Financial Statements</li> <li>• Rating Reports</li> <li>• General Meetings of Shareholders (RUPS)</li> <li>• Bond Information</li> <li>• Dividend Information</li> <li>• Disclosure Information</li> </ul>
Branch Network	Channel to view MTF's business network coverage spread across Indonesia
News and CSR	<ul style="list-style-type: none"> <li>• Corporate Activity News</li> <li>• CSR News</li> <li>• Video Gallery</li> <li>• Media Coverage</li> </ul>
Career	The microsite with the address <a href="http://www.karir.mtf.co.id">www.karir.mtf.co.id</a> provides information about job vacancies within the Company.
Contact Us	The channel to send web-based messages to the Company is through the website's contact form or messaging feature.

### The Table for Information on the Company's Website According to Regulation No. 8/POJK.04/2015

No	Scope of Information	Availability in the MTF Website
1	Shareholder Information up to Ultimate Individual Owner	√
2	Code of Conduct Guidelines	√
3	Information on the General Meeting of Shareholders (GMS) should include at least the agenda items discussed during the GMS, a summary of the GMS minutes, and key dates such as the announcement date of the GMS, the GMS convening date, the GMS date, and the date the summary of the GMS minutes is announced.	√
4	Separate Annual Financial Reports (for the last 5 years)	√
5	Annual Reports More Than the Past 5 Years	√
6	Profile of the Board of Commissioners and the Board of Directors	√
7	Charter of the Board of Commissioners, Board of Directors, Committees, Code of Conduct Guidelines, Office Addresses, WBS Informations	√
8	Investor Information	√
9	News and CSR	√





## Branch Office Address

Province	Name of Branch	Current Address	Phone
North Sumatera	Medan	Jalan Ring Road, Kel. Tanjung Sari, Kec. Medan Selayang, Kab. Medan, Provinsi Sumatera Utara Selayang Kota Medan Kodepos 20132 (samping Hotel Sahara Viesta), 20232	(061) 8220915
	Medan II	Jalan H. Adam Malik, Kelurahan Sekip, Kecamatan Medan Petisah, Kota Medan, Provinsi Sumatera Utara	(061) 4151818
	Medan Multiguna	Jl. H. Adam Malik No. 19, Sekip, Kecamatan Medan Petisah, Kota Medan, Sumatera Utara 20236	
	Rantau Prapat	Jalan Ahmad Yani, Komplek Pertokoan dan Perkantoran Suzuya Mall, Kel. Bakaran Batu, Kec. Rantau Selatan, Kab. Labuhanbatu, Rantauprapat, Propinsi Sumatera Utara	(0624) 7671497
West Sumatera	Padang	Jl. S Parman No 236 A, Kel. Ulak Karang Barat, Kec. Padang Utara, Padang, Propinsi Sumatera Barat	(0751) 4488972
	Bukittinggi	Jl. By Pass, Kelurahan Aur Kuning, Kecamatan Aur Birugo Tigo Baleh, Kota Bukittinggi, Provinsi Sumatera Barat	(0752) 7839132
	Padang Multiguna	Jl. S. Parman No. 236A, Ulak Karang, Kelurahan Ulak Karang Utara, Kec. Padang Utara, Kota Padang, Provinsi Sumatera Barat	
Riau	Pekanbaru	Jl. Arifin Ahmad, Komplek Platinum Bisnis Center No 25-26, RT 003/RW 011, Kelurahan Sidomulyo Timur, Kecamatan Marpoyan Damai, Pekanbaru, Provinsi Riau 28294	(0761) 63442
	Pekanbaru II	Jl. Komplek Ruko Royal Platinum Arengka II Nomor 89, Kelurahan Simpang Baru, Kecamatan Tampan, Pekanbaru, Riau	(0761) 7415380
	Duri	Jl. Hang Tuah, RT 001/ RW 018, Kel. Air Jamban, Kec. Mandau, Kab. Bengkalis, Riau	(0765) 595155
	Pekanbaru Multiguna	Jl. Arifin Ahmad No. 25-26, Komplek Platinum Bisnis Center, Kelurahan Marpoyan Damai, Kecamatan Sidomulyo Timur, Kota Pekanbaru, Provinsi Riau	
Jambi	Jambi	Jl. Gajah Mada No.85, RT 022/RW 006, Kelurahan Jelutung, Kecamatan Jelutung, Kota Jambi	(0741) 7550022
	Muaro Bungo	Jl Lintas Sumatera Kilo Meter 0, Kel Batang Bungo, Kec Pasar Muara Bungo, Kab Bungo, Provinsi Jambi	(0747) 323782
	Jambi Multiguna	Jl. Gajah Mada No. 85, RT 022 RW 006, Kel. Jelutung, Kec. Jelutung, Kota Jambi, Provinsi Jambi	
Kepulauan Riau	Batam	Komplek Ruko Centre Park, Blok A No : 13, Kel. Taman Baloi, Kec. Batam Kota, Provinsi Kepulauan Riau	(0778) 464354
	Tanjung Pinang	Ruko Grand Bintan Center Jl. DI Panjaitan KM 9, Kelurahan Air Raja, Kecamatan Tanjungpinang Timur, Kota Tanjungpinang, Provinsi Kepulauan Riau.	(0771) 7335756
	Batam Multiguna	Ruko Centre Park Blok A Nomor 13, RT 001 RW 011, Kelurahan Taman Baloi, Kecamatan Batam Kota, Kota Batam, Provinsi Kepulauan Riau	
Bengkulu	Bengkulu	Jl. Pangeran Natadirja KM. 6,5 No. 29 RT. 02 RW. 01 Kelurahan Jalan Gedang, Kecamatan Gading Cempaka, Bengkulu	(0736) 347710
South Sumatera	Palembang	Kelurahan 8 Ilir, Kecamatan Ilir Timur II, Kota Palembang, Provinsi Sumatera Selatan	(0711) 379724
	Palembang II	Jl. Radial Komplek Ruko Transmart RT.21 RW.05, Kelurahan Dua Puluh Empat Ilir, Kecamatan Bukit Kecil, Kota Palembang, Provinsi Sumatera Selatan	(071 1) 1772-976
	Baturaja	Jl. Dr. M. Hatta No. 1067 RT 18/05, Kel. Kemalaraja, Kec. Baturaja Timur, Kab. Ogan Komering Ulu, Prov. Sumatera Selatan	(0735) 322026
	Lubuk Linggau	Jl. Yos Sudarso No. 90, Kelurahan Majapahit, Kecamatan Lubuklinggau Timur/ I, Lubuklinggau, Sumatera Selatan	(0733) 732 9631
	Palembang Multiguna	Jl. R. Sukanto Komplek Ruko PTC Mall Blok G No. 31, Kelurahan 8 Ilir, Kecamatan Ilir Timur II, Kota Palembang, Provinsi Sumatera Selatan	

## Branch Office Address

Province	Name of Branch	Current Address	Phone
Lampung	Bandar Lampung	Jl. Pangeran Antasari RT 009/RW 02, Kelurahan Jagabaya III, Kecamatan Way Halim, Kota Bandar Lampung	(0721) 773557
	Bandarjaya	Jl. raya Protokol- Bandar Jaya, Kelurahan Bandar Jaya Timur, Kecamatan Terbanggi Besar, Kabupaten Lampung Tengah, Provinsi DKI Jakarta Lampung	(0725) 529691
	Lampung Multiguna	Jalan Pangeran Antasari Nomor 110, Kelurahan Jagabaya III, Kecamatan Way Halim, Bandar Lampung, Provinsi Lampung	
Kep. Bangka Belitung	Pangkal Pinang	Jl. Pulau Bangka Ruko City Hall Blok 7 RT 009/RW 003, Kelurahan Air Itam, Kecamatan Bukit Intan, Kota Pangkal Pinang, Provinsi Kepulauan Bangka Belitung	(0717) 4256832
DKI Jakarta	Pecenongan	Jl. Sukardjo Wirjo Pranoto No.2/6, Kel. Kebon Kelapa, Kec. Gambir, Jakarta Pusat, DKI Jakarta	(021) 3847288
	Kemayoran	Jl. Gunung Sahari Raya Blok C No. 35, Kel. Ancol, Kec. Pademangan, Jakarta Utara	(021) 22620253
	Kelapa Gading	Jl. Boulevard Barat Blok C No.63A, Plaza Kelapa Gading Inkopal, Kel. Kelapa Gading Barat, Kec. Kelapa Gading, Jakarta Utara, DKI Jakarta	(021) 45851153
	Matraman	Jl. Jatinegara Timur No. 37 RT 008/RW 04, Kelurahan Balimester, Kecamatan Jatinegara, Jakarta Timur, DKI Jakarta	(021) 85917920
	Tanjung Duren	Jl. Prof Dr Latumenten, Komplek Ruko Seasons City Blok A No. 28, Kel. Jembatan Besi, Kec. Tambora, Kota Jakarta Barat, Provinsi DKI Jakarta	(021) 29618062
	Fatmawati	Rukan Plaza 5 Pondok Indah Blok D Nomor 5 Jl. Marga Guna, Kelurahan Gandaria Utara, Kecamatan Kebayoran Baru, Kotamadya Jakarta Selatan, Provinsi DKI Jakarta	(021) 27933248
	Kebon Jeruk	Jl. Meruya Ilir Raya, Komplek Perumahan Rich Palace Nomor 36-40 Blok A-11, Kelurahan Srengseng, Kecamatan Kembangan, Jakarta Barat, Provinsi DKI Jakarta.	(021) 58910034
	Duren Tiga 2	Jl. Duren Tiga , Nomor 29 A-B, RT 005/RW 001, Kelurahan Duren Tiga, Kecamatan Pancoran, Jakarta Selatan, DKI Jakarta, 12760	(021) 79195795
	Lebak Bulus	Ruko Bona Indah Bisnis Center Blok B1 Nomor 9X Jl. Karang Tengah, Kel. Lebak Bulus, Kec. Cilandak, Kota Jakarta Selatan, DKI Jakarta, 12440	(021) 27819838
	Pluit	Galeri Niaga Mediterania I Jl. Pantai Indah Utara 2, RT.1/RW.16 Kelurahan Kapuk Muara, Kecamatan Penjaringan, Kota Jakarta Utara, 14460	(021) 5882175
Banten	Duren Tiga Captive	Ruko Mampang Business Park Blok A No. 18, Jalan Hj. Tutty Alawiyah Nomor 301, RT 010 RW 003, Kel. Duren Tiga, Kec. Pancoran, Kota Jakarta Selatan, Provinsi DKI Jakarta	
	Kebon Jeruk Multiguna	Ruko Rich Palace Shop House and Sweet Regency Blok A.11, Jl. Meruya Ilir Raya No. 36-40, Kel. Srengseng, Kec. Kembangan, Kota Jakarta Barat, Provinsi DKI Jakarta	
	Cilegon	Ruko Cilegon Business Square Blok A No. 6 - 7 RT.05/RW.06, Kel. Kedaleman, Kec Cibeber, Kota Cilegon, Provinsi Banten, 42422	(0254) 374909
	Serang	Kelurahan Drangong, Kecamatan Taktakan, Kota Serang, Propinsi Banten	(0254)8496152
	Serpong (BSD)	Ruko BSD Junctions Blok A39, Jl. Pahlawan Seribu Kel. Lengkong Wetan Kec. Serpong Utara BSD CITY, Tangerang Selatan, 15310	(021) 5382090
	Tangerang	Rukan Business Park Tangeang City, Cikokol Jl. Jendral Sudirman No.1, Kel. Babakan, Kec. Tangerang, Kota Tangerang, Propinsi Banten, 15117	(021) 29676323
	Bintaro	Bintaro Jaya Kavling Blok EB/B-09, Kelurahan Perigi Lama, Kecamatan Pondok Aren, Provinsi Banten	(021) 22215659
	Lebak (Rangkasbitung)	Jl. Soekarno Hatta/ ByPass Perempatan Sumur Buang. Cibadak-Lebak RT. 005 RW. 001, Desa Kaduagung Timur, Kecamatan Cibadak, Kabupaten Lebak, Provinsi Banten, 42317	(0252) 209765

## Branch Office Address

Province	Name of Branch	Current Address	Phone
West Java	Serang Multiguna	Ruko Ranca Utama, Jalan Raya Serang - Cilegon KM 4, Kp. Ranca Tales, RT 003 RW 004, Kelurahan Drangong, Kecamatan Taktakan, Kota Serang, Provinsi Banten	
	BSD Multiguna	Ruko BSD Junction Blok A Nomor 39-40, Jalan Pahlawan Seribu, Kelurahan Lengkong Wetan, Kecamatan Serpong Utara, Kota Tangerang Selatan, Provinsi Banten	
	Pondok Gede	Ruko Pondok Gede Plaza Blok B No.1 & 2 Jl. Raya Pondok Gede RT.001/RW.001 Kel. Jatiwaringin, Kec.Pondok Gede, Kota Bekasi 17411	(021)85508709
	Bekasi	Ruko Emerald Summarecon Bekasi No UA 39, Type 450 , Kelurahan Marga Mulya, Kecamatan Bekasi Utara, Kota Bekasi. Jawa Barat, 17144	(021) 89454997
	Karawang	Ruko Dharmawangsa 2 Blok A No.33, Grand Taruma, Kel. Sukamakmur, Kec.Teluk Jambe Timur, Karawang Barat, 41361	(021) 58910034
	Depok	Rukan Depok Mall Jl. Raya Margonda Blok B-1 No. 50, Kemirimuka, Beji, Depok, Jawa Barat	(021) 7756733
	Bogor	Jl. Siliwangi No. 60 B & B-1, RT 005/RW 004, Kel. Lawanggintung, Kec. Bogor Selatan, Kota Bogor, Provinsi Jawa Barat, 16134	(0251) 8371118
	Cibubur	Ruko Cibubur Time Square Blok B4 No 22, Jl. Transyogi KM 3, Kel. Jati Karya, Kec. Jati Sampurna, Kota Bekasi, Jawa Barat, 17435	(021)84300687
	Cikarang	Komplek Cikarang Central City blok E no 15 Jl. Raya Cikarang - Cibarusah, Ciantra, Cikarang Selatan, Bekasi, Jawa Barat 17550	(021)22180581
	Cibinong	Cibinong City Center Jl. Tegar Beriman Blok D No. 3B, Kelurahan Pakansari, Kecamatan Cibinong, Kabupaten Bogor, Provinsi Jawa Barat, 16915	(021) 29577430
	Sukabumi	Jl. Jendral Sudirman No.57, Sriwidari, Gunung Puyuh, (seberang Bolu Amor café) Benteng, Warudoyong, Sukabumi City, Jawa Barat, 43131	(0266) 6223723
	Bandung 1	Kopo Plaza Kav. C10 – 11 Jl. Peta Lingkar Selatan, Bandung, Jawa Barat, 40233	(022) 60401 19
	Bandung 2	Jl. BKR No. 141, RT. 004/RW. 003, Kel. Cigereleng, Kec. Regol, Bandung, 40253	(022) 42833444
	Bandung 3	Jl. Batununggal Indah IV Nomor 73, Kel Mengger, Kec Bandung Kidul, Kota Bandung, Jawa Barat	(022) 87306880
	Tasikmalaya	Jl. Yudanegara No. 24, 003/001, Yudanagara, Cihideung, Tasikmalaya, 46121	(0265) 344905
	Cirebon	Ruko Kesambi Regency Blok A No. 4 Jl. Raya Kesambi, Kel. Kesambi, Kec. Kesambi, Cirebon, Jawa Barat	(0231) 8308522
	Garut	Pertokoan Intan Bisnis Center (IBC) Blok I No. 27, Kel. Pakuwon, Kec. Garut Kota, Kab. Garut, Provinsi Jawa Barat	(0262) 544605
	Subang	Jl. Otto Iskandar Dinata Nomor 262, RT 095/RW 026, Kel. Karanganyar, Kec. Subang, Kabupaten Subang, Provinsi Jawa Barat.	(0260) 415869
	Bekasi Multiguna	Ruko Grand Kota Bintang C6 RT 04 RW 07, Kelurahan Jaka Sampurna, Kecamatan Bekasi Barat, Kota Bekasi, Provinsi Jawa Barat	
	Karawang Multiguna	Ruko Dharmawangsa II Blok A No. 35, Grand Taruma, Kel. Sukamakmur, Kec. Telukjambe Timur, Kab. Karawang, Provinsi Jawa Barat 41361	
Bandung Multiguna	Jalan BKR Nomor 94 RT 003 RW 005, Kelurahan Ancol, Kecamatan Regol, Kota Bandung	(0260) 415869	



### Branch Office Address

Province	Name of Branch	Current Address	Phone
Central Java	Tegal	Jl. Yos Sudarso RT.005 RW.009 Blok H 4 & 5 Nirmala Square Kelurahan Mintaragen, Kecamatan Tegal Timur, Kota Tegal, Jawa Tengah.	(0283) 324066
	Purwokerto	Jl. DI Panjaitan RT 005/002 Karangklesem, Purwokerto Kulon, Purwokerto Selatan, Banyumas.	(0281) 642645
	Semarang	Jl. Indraprasta No. 30 A - B, Kel. Pendrikan Kidul, Kec. Semarang Tengah, Kota Semarang, 50241	(024) 3589008
	Ungaran	Mutiara Ungaran Square, Kelurahan Ungaran, Kecamatan Ungaran Barat, Kabupaten Semarang, Jawa Tengah	(024) 76902099
	Solo	Ruko Adi Sucipto Jl. Adi Sucipto 167 RT 003/RW 011 Kelurahan Kerten, Kecamatan Laweyan, Kota Surakarta, Solo, Jawa Tengah 57143	(0271) 738989
	Kudus	Jl. Raden Agil Kusumadya No. 8, Desa Jati Kulon, Kec. Jati, Kudus, Jawa Tengah	(0291) 4252070
	Magelang	Metro Square Jl. Mayjend. Bambang Soegeng, Desa Sumberrejo, Kecamatan Mertoyudan, Kabupaten Magelang, Provinsi Jawa Tengah	(0293) 312406
	Pekalongan	Komplek Ruko Dupan Square Jl. Dr. Sutomo Blok B2 No. 10, Kelurahan Baros, Kecamatan Pekalongan Timur, Kota Pekalongan, Provinsi Jawa Tengah	(0285) 4420100
	Semarang Multiguna	Jalan Indraprasta Nomor 32, Kel. Pendrikan Kidul, Kec. Semarang Tengah, Kota Semarang	
	Solo Multiguna	Jalan Adi Sucipto RT 001 RW 013, Kelurahan Manahan, Kecamatan Banjarsari, Kota Surakarta, Jawa Tengah	
Yogyakarta Special Region	Yogyakarta	Ruko Sumber Baru Square Kavling W Jl. Ring Road Utara, Kelurahan Sendangadi, Kecamatan Mlati, Kabupaten Sleman, Provinsi Daerah Istimewa Yogyakarta, Kode Pos 55284	(0274) 860 9901
	Yogyakarta Multiguna	Ruko Sumber Baru Square Kav. W, Jalan Ringroad Utara, Kelurahan Sendangadi, Kecamatan Mlati, Kabupaten Sleman, Provinsi D.I. Yogyakarta	
East Java	Surabaya 1	Jl. Mayjend Sungkono No. 149-151 Blok 1-5, Kelurahan Dukuh Pakis, Kecamatan Dukuh Pakis, Kota Surabaya, Provinsi Jawa Timur	(031) 99533640
	Surabaya 2	Jl. Raya Tenggilis No 23 Kav 5-6, RT 005/RW 002, Kel. Kendangsari, Kec. Tenggilis Mejoyo, Kota Surabaya, Provinsi Jawa Timur	(031) 8420450
	Malang	Jl. Tumenggung Suryo No 98 Kav 1, Kelurahan Purwantoro, Kecamatan Blimbing, Kota Malang, Jawa Timur	(0341) 497927
	Kediri	Desa/Kelurahan Mojoroto, Kec. Mojoroto, Kota Kediri, Provinsi Jawa Timur	(0354) 775192
	Jember	Ruko Gajah Mada Square A9 Jl. Gajah Mada No.187, Kel. Kaliwates, Kec. Kaliwates, Jember, Jawa Timur, 68133	(0331) 425959
	Madiun	Jl. Mayjen Sungkono RT 037/RW 012, Kel. Nambangan Kidul, Kec. Manguharjo, Kota Madiun, Provinsi Jawa Timur	(0351) 473176
	Tuban	Jl. Diponegoro No.34 C, Kel. Latsari, Kec. Tuban, Tuban, Jawa Timur, 62314	(0356) 326381
	Mojokerto	Jl. Bhayangkara No.110, Kelurahan Jagalan, Kecamatan Kranggan, Kota Mojokerto, Provinsi Jawa Timur, 61313	(0321) 329688
	Gresik	Ruko Kartini Megah Kav. A10, Jl. RA Kartini No. 150-152 RT 003/RW 007, Kelurahan Sidomoro, Kecamatan Kebomas, Kabupaten Gresik, Provinsi Jawa Timur.	(031) 3985189

## Branch Office Address

Province	Name of Branch	Current Address	Phone
	Banyuwangi	Ruko Golden City Jl. S. Parman, Kelurahan Pakis, Kecamatan Banyuwangi, Kabupaten Banyuwangi, Provinsi Jawa Timur	(0333) 3382601
	Malang Multiguna	Jalan Tumenggung Suryo Nomor 98, Kelurahan Purwantoro, Kecamatan Blimbing, Kota Malang, Provinsi Jawa Timur	
	Surabaya Multiguna	Ruko Mangga Dua Blok B1-05, Kelurahan Jagir, Kecamatan Wonokromo, Kota Surabaya, Provinsi Jawa Timur	
Bali	Denpasar	Jl. Buluh Indah No. 53 kav. 1, Kel. Pemecutan Kaja, Kec. Denpasar Utara, Bali, 80118	(0361) 8469896
	Gianyar	Jl. Erlangga No.15 C, Kel. Gianyar, Kec. Gianyar, Gianyar, Bali, 80511	(0361) 944478
	Denpasar Multiguna	Jl. Raya Cargo No. 16, Kel. Ubung, Kec. Denpasar Utara, Kota Denpasar, Bali	
West Nusa Tenggara	Mataram	Jl. Selaparang No. 47 A-B, Kec. Cakranegara Timur, Mataram, Nusa Tenggara Barat, 83236	(0370) 638277
East Nusa Tenggara	Kupang	Jl. Timor Raya KM 6, RT011/RW004 Kel. Oesapa Barat, Kelapa Lima, Kupang, Nusa Tenggara Timur, 85288	(0380) 8586290
West Kalimantan	Pontianak	Jl. Ahmad Yani, Kelurahan Benua Melayu Darat, Kecamatan Pontianak Selatan, Kota Pontianak, Provinsi Kalimantan Bara	(0561) 66555718
	Sintang	Jl. Lintas Melawi, Kel. Ladang, Kec. Sintang, Kab. Sintang, Kalimantan Barat	(0565) 2022080
	Ketapang	Jl. Gatot Subroto, RT 002 RW 001, Komplek Ruko Grand Rivera No. A1-2, Desa Paya Kumang, Kec. Delta Pawan, Kabupaten Ketapang, Kalimantan Barat 78813	(0534) 3032761
South Kalimantan	Banjarmasin	Jl. Veteran, Kel. Pengambangan, Kec. Banjarmasin Timur, Kota Banjarmasin, Provinsi Kalimantan Selatan	(0511) 3277145
	Banjarbaru	Jl. Mistar Cokrokusumo No. 9, Sungai Besar, Banjarbaru Selatan, Banjarbaru	(0511) 4772067
	Banjarmasin Multiguna	Jl. Veteran RT 14 RW 02 No. 86, Kelurahan Pengambangan, Kec. Banjarmasin Timur, Kota Banjarmasin, Provinsi Kalimantan Selatan 70237	
Central Kalimantan	Palangkaraya	Jl. G. Obos, Kelurahan Menteng, Kecamatan Jekan Raya, Kota Palangka Raya, Provinsi Kalimantan Tengah	(0536) 3224277
	Kotawaringin Timur (Sampit)	Jl. Mas Tirto Haryono, RT 22 RW 09, Kelurahan Mentawa Baru Hulu, Kecamatan Mentawa Baru Ketapang, Kabupaten Kotawaringin Timur, Provinsi Kalimantan Tengah	(0531) 23216
East Kalimantan	Samarinda	Jl. Dr. Sutomo Gang 6, Kel. Sidodadi, Kec. Samarinda Ulu, Provinsi Kalimantan Timur	(0541) 7273930
	Balikpapan	Jl. MT. Haryono Komp. Daun Village RT 41, Kelurahan Gunung Bahagia, Kecamatan Balikpapan Selatan, Kota Balikpapan.	(0542) 8860744
	Tarakan	Jl. Yos Soedarso No. 5 RT 14, Kel. Selumit Pantai, Kec. Tarakan Tengah, Tarakan, Kalimantan Timur	(0551) 3805972
	Bontang	Jl. Bhayangkara, Kel. Gunung Elai, Kec. Bontang Utara, Kota Bontang, Provinsi Kalimantan Timur	(0548) 24488
	Samarinda Multiguna	Jl. Dr. Sutomo No. 48, Kelurahan Sidodadi, Kecamatan Samarinda Ulu, Kota Samarinda, Provinsi Kalimantan Timur	
South Sulawesi	Makassar	Jalan citraland Boulevard, Kompleks Citraland Bussinesess Park Blok A1/02 dan A1/03 Kelurahan Maccini Sombala, Kecamatan Tamalate, Kota Makassar Provinsi Sulawesi Selatan	
	Makassar II	Jalan AP Pettarani, Kel. Tidung, Kec. Rappocini, kota makassar, sulawesi selatan	(0411) 467566

### Branch Office Address

Province	Name of Branch	Current Address	Phone
	Parepare	Jl. Sultan Hasanuddin No. 16 A, Kelurahan Ujung Sabang, Kecamatan Ujung, Pare-Pare, Sulawesi Selatan, 91114	(0421) 28622
	Makassar Multiguna	Jalan Citraland Boulevard Ruko Business Commercial Park CPI Blok A1 No. 2-3, Kelurahan Maccini Sombala, Kecamatan Tamalate, Kota Makassar, Provinsi Sulawesi Selatan	
Southeast Sulawesi	Kendari	Jl. Brigjen M. Joenoes By Pass Square Blok A Nomor 5, Kelurahan Bende, Kecamatan Kadia, Kota Kendari	(0401) 3135093
	Manado	Jl. Yos Sudarso Nomor 37, Kelurahan Binanga, Kecamatan Mamuju, Kabupaten Mamuju, Provinsi Sulawesi Barat.	(0431) 8819809
North Sulawesi	Kotamobagu	Kelurahan Mogolaing, Kecamatan Kotamobagu Barat, Kota Kotamobagu, Provinsi Sulawesi Utara.	(0434) 2621540
	Manado Multiguna	Jl. Piere Tendean Komplek Marina Plaza Blok C No. 03 & 17, Kel. Wenang Utara, Kec. Wenang, Kota Manado, Provinsi Sulawesi Utara 95111	
Central Sulawesi	Palu	Jl. Monginsidi Nomor 24-25, RT 002, RW 006, Kelurahan Lolu Utara, Kecamatan Palu Timur, Kota Palu, Provinsi Sulawesi Tengah	(0451) 454139
	Luwuk	Kelurahan Simpong, Kecamatan Luwuk, Kota Banggai, Provinsi Sulawesi Tengah	(0461) 23128
Gorontalo	Gorontalo	Jl. Nani Wartabone, Kelurahan Heledulaa Selatan, Kecamatan Kota Timur, Kota Gorontalo	(0435) 822315
West Sulawesi	Mamuju	Jl. Yos Sudarso Nomor 37, Kelurahan Binanga, Kecamatan Mamuju, Kabupaten Mamuju, Provinsi Sulawesi Barat.	(0426) 2324777
Maluku	Ambon	Kelurahan Rijali, Kecamatan Sirimau, Kota Ambon, Provinsi Maluku	(0911) 3829445
Papua	Jayapura	Jl. Raya Abepura Kotaraja, Kelurahan Vim, Kecamatan Jayapura Selatan, Kota Jayapura, Provinsi Papua	(0967) 5187813
West Papua	Sorong	Kelurahan Klawuyuk, Kecamatan Sorong Timur, Kota Sorong, Provinsi Papua Barat	(0951) 3177597

### Satellite Office Address

No.	Main Branch	Non-Branch Representative Office	Address
1	Padang	Dharmasraya	Jl. Lintas Sumatera Kel. Sungai Gambut, Kec. Pulau Punjung, Dharmasraya 27573
2	Palembang	Prabumulih	Jl. Jendral Sudirman Desa Cambai (Sebelah Indomaret) Kecamatan Pembantu Lembak Kabupaten Muara Enim Provinsi Sumatera Selatan 31146
3	Pangkal Pinang	Belitung & East Belitung	Jl. Sudirman, Jend. RT 028 RW 10, Tanjungpandan. Belitung 33411
4	Sampit	Pangkalanbun	Jl. Kawitan 1 RT 16 RW 00 Kel Sidorejo Kec Arut Selatan Kab. Kotawatingan Barat 74111 (Depan Gudang Djarum)
5	Pontianak	Singkawang	Jl. Yohana Godang Depan Gedung Bantilan Kelurahan Pasiran Kecamatan Singkawang Barat 79123
6	Kendari	Kolaka	Jl. Khairil Anwar No. 1 (Tenant Mall Hotel Sunan Kolaka)
7	Kendari	Bau-bau	Jl. Lakarambau, Lipu, Kec. Betoambari, Kota Bau-Bau, Sulawesi Tenggara 93724
8	Parepare	Palopo	Jl. Andi Djemma No. 123 Kota Palopo, Sulawesi Selatan - 91921
9	Central Jakarta	Graha Sultan	Jalan Cideng Timur Nomor 23-A, Kelurahan Petojo Utara, Kecamatan Gambir, Jakarta Pusat

04

**Management  
Discussion  
& Analysis**

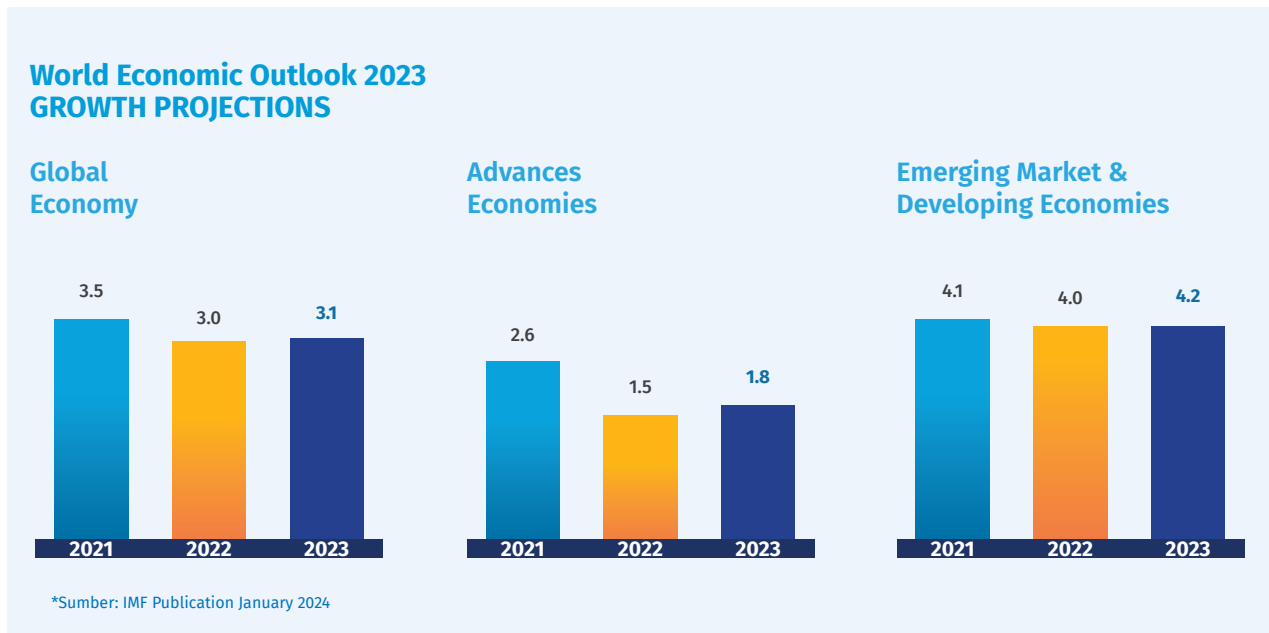




# Economic and Industry Review

## Global Economic Analysis

Until the end of 2023, the global economy continued to be overshadowed by various conditions of global uncertainty, ranging from risks of weakening economic growth in China and the United States, geopolitical tensions such as the Russo-Ukrainian conflict and the Palestine-Israel conflict, climate change threats, and the increasing world oil prices. Based on the World Economic Outlook (WEO) report published by the International Monetary Fund (IMF) on October 10, 2023, global economic growth in 2023 stood at 3%, down 0.5 points from 2022.



The global economy is influenced by volatility and fluctuations in commodity prices. Commodity price volatility is a significant factor affecting inflation rates, monetary policies, and the economic performance of all countries. This year, all countries are facing shocks and fluctuations in commodity prices, which continue despite a declining trend.

Amidst the global slowdown in inflation, the benchmark interest rates of several countries remain relatively high due to inflation rates that have not yet reached target levels. Despite the beginning of a slowdown, future inflationary pressures are still expected to be high due to rising energy and food prices resulting from ongoing geopolitical escalations in various regions and the phenomenon of El Niño disrupting food production processes and levels. The slowdown in China's economy also needs to be monitored as it could affect trade flows and global economic growth in the future.

## Indonesian Economic Analysis

Amidst the uncertainty and global economic slowdown, the Indonesian economy remains robust and stable. Data from the Central Statistics Agency (BPS) shows that Indonesia's economy in the fourth quarter of 2023 continued to grow by 5.04% (YoY), albeit slightly slower than the growth in the previous year, which reached 5.31% (YoY). The relatively stable domestic economic growth is driven by increased domestic demand, both in household consumption and investment.

One of the factors contributing to economic growth is the stable financial sector conditions in 2023, as reflected in the growth of the capital market, banking, and non-banking financial industries. The non-banking financial sector, particularly the financing companies, recorded a financing receivables value of Rp463.12 trillion (growing by 15.02% yoy).

Meanwhile, the exchange rate of the Indonesian rupiah against the US dollar was at the level of Rp15,255 per US dollar until the end of December 2023. This level is weaker than the macro assumption of Rp14,800 per US dollar. Additionally, the realization of the 10-year government bond yield was lower than expected, at 6.68%.

The manufacturing and trade sectors remain the main contributors to economic growth. The manufacturing sector grew by 5.2%, supported by strong domestic demand and high demand for downstream commodities, especially minerals. Meanwhile, the trade sector also grew strongly by 5.1%, driven by increased sales of motor vehicles and spare parts.

Household consumption also grew by 5.06% (YoY), in line with the ongoing increase in mobility, stable purchasing power of the public, and high consumer confidence. Meanwhile, Government consumption contracted by 3.76% (YoY), primarily due to a shift in employee spending related to the distribution of the 13th-month salary to the second quarter.

Despite the slowing global outlook, Indonesia is among the countries that have managed to grow strongly in 2023 amidst structural challenges and external risks, such as global uncertainty, inflationary pressures, and geopolitical tensions.

### Condition of the Financing Company Industry

Based on data from the Indonesian Automotive Industries Association (GAIKINDO), car sales in 2023 reached 1 million units, a decrease of 4.1% compared to 2022. The decline in car sales was due to the slowdown in the automotive market in the second half of 2023 due to rising interest rates and economic growth slowdown. Additionally, the Government's efforts to promote the use of electric vehicles (EVs) in Indonesia have yielded results, as reflected in the increased sales of EVs, hybrid EVs, and electric two-wheelers. Moving forward, the trend of increasing electric vehicle usage is expected to continue, as public charging infrastructure becomes more available, production costs of electric vehicles decrease with advancing production technology, and sustained government support in the form of sales tax incentives.

Based on data from the Financial Services Authority (OJK), the net financing receivables from financing companies increased from Rp415.9 trillion in 2022 to Rp470.9 trillion in 2023. Moreover, the total financing receivables, including joint financing, amounted to Rp659.9 trillion in December 2023, a 15% increase (YoY) compared to December 2022. The growth in financing business in 2023 was driven by the end of the COVID-19 pandemic, which boosted financing disbursements. Additionally, the positive macroeconomic conditions in 2023 and the maintained inflation rate supported the growth of the multifinance business. Currently, the automotive and heavy equipment financing sectors are the main drivers of growth. The continued high demand has propelled industry players, especially in the mining sector.

PT Mandiri Tunas Finance (MTF) reported that heavy equipment financing reached Rp1.9 trillion throughout 2023, experiencing a 13.2% (YoY) decrease from Rp2.2 trillion in 2022. The decline in heavy equipment financing was offset by an increase in both passenger and commercial vehicle financing by 23.6% (YoY), reaching Rp29.1 trillion. The company's portion of heavy equipment financing in 2023 contributed 6% to the total portfolio.

### Marketing Aspects

In 2023, the Company expanded its marketing coverage from Sumatra to Jayapura. The Company provides financing services tailored to the business segments operated by the Company to the public in regions divided into Regional I-IX.

The marketing strategies implemented by MTF in 2022 were as follows:

1. Growing the captive business segment originating from Bank Mandiri by creating a strong captive business ecosystem through expanding business to grow through Bank Mandiri referrals and retail branch penetration while maintaining captive business growth at 30% of total new financing.
2. Maintaining the business segment originating from dealers and partners through commercial expansion and heavy equipment targeting specific sectors, maintaining revenue growth according to risk profiles, and increasing retail business above 13% to become the number one car financing company.

- Optimizing the database to add value to customers through increasing repeat orders above 30%, developing new business through the database, and developing data technology to create business support.

### Strategic Policies

With the rising level of competition, financing companies are required to be more creative in extending credit to their customers. In response to this challenge, the Company has established a business strategy focused on increasing market penetration through its business sources and continuously improving reliable services through the digitalization of processes for both customers and business partners.

MTF recorded positive performance in 2023 compared to 2022, with new financing growth increasing by 17.75% and profit growth of 54.77%. In this fiscal year, the Company adopted the strategic theme “Building New Foundation to Win The Market.” This theme demonstrates the Company’s commitment to building a new foundation to enhance its performance in order to win the market. To support the theme, the Company sets the development of internal conditions as the foundation to grow to achieve corporate goals.

### Market Share

In conducting its business, the Company faces several competitors offering similar products. The increasing number of similar financing companies and banks entering the motor vehicle financing industry has intensified competition in this sector.

With the rising level of competition, financing companies are required to be more creative in extending credit to their customers by providing the best services. Among the best services are ease of obtaining motor vehicle credit, ease of making installment payments, quick surveying process, attractive and competitive credit packages in terms of financing rates, tenor periods, and down payments.

In response to this high level of competition, the Company has prepared strategies to consistently provide the best service to customers and dealers, including:

- Optimization of captive market business through improved collaboration models.
- Acceleration of dealership-based business.
- Business diversification and database optimization.
- Development towards digitalization and increased utilization of the database to support long-term business.

Solutions implemented as strategies to maintain or increase market share include:

- Improve people competencies to work on new business segments.
- Conduct Business Process Re-engineering (BPR) for each business segment.
- Building system and digital capabilities
- Build data management & data analytic capabilities to support business.

The Company’s market share based on the total assets of the national financing industry is depicted in the table and graph below.

	2023	2022
Total Financing Companies/Institutions*	147	153
Total Industry Assets (Rp-billion)*	552,887	487,919
Total MTF Assets (Rp-billion)	29,727	23,728
Market Share Based on Assets (%)	5.38	4.86

\*) Data based on Financing Institution Statistics released by the Financial Services Authority (OJK)



## Operations Overview Per Business Segment

### Financing Business Activities and Business Process of MTF

The Company runs its business in investment financing services, working capital financing, and multipurpose financing. Currently, the Company focuses its business activities in the consumer finance sector on providing funds for customers who wish to purchase in installments from either the parent entity, PT Tunas Ridean Tbk (“TURI”), or from outside TURI’s business group. The Company focuses on new car financing activities that can provide high returns with a safe level of risk. That financing consists of Toyota, Daihatsu, Honda, Nissan, Mazda, Mitsubishi, and Suzuki brands, as well as brands sold from APM.

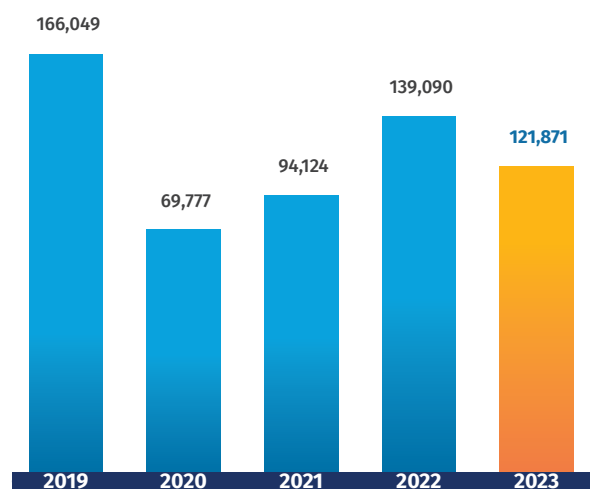
Financing activities are provided as motor vehicle ownership loans with repayment terms in fixed monthly installments. The Company classifies the financing facilities into 3 (three) types, i.e., new cars, used cars, and motorcycles. Therefore, the Company also has different requirements for these three types of businesses.

In general, the financing period is set from 1 (one) to 7 (seven) years, with the maximum financing period being 4 (four) years. As collateral for the loan, the original Proof of Ownership of Motor Vehicles (BPKB) is held and kept by the Company. The document will be submitted to the customer if all their obligations to the Company have been paid.

#### Development of Number of New Contract Units by Type of Financing

Type of Financing	New Contract (Unit)		Increase (Decrease)	
	2023	2022	Unit	%
New Car	88,002	82,515	5,487	6.65
Used Car	28,253	21,714	6,539	30.11
Motorcycle	378	322	56	17.39
Other	5,238	34,539	(29,301)	(84.83)
Total	121,871	139,090	(17,219)	(12.38)

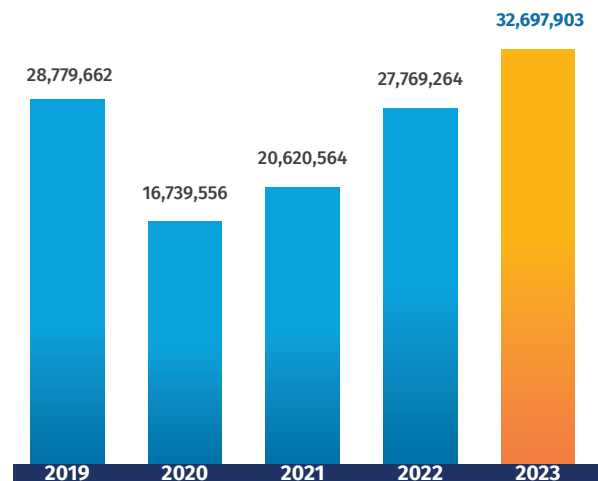
#### Number of New Contract 2019-2023 (Unit)



#### Development of New Financing Contract Value Based on Type of Financing

Type of Financing	New Contract (Rp million)		Increase (Decrease)	
	2023	2022	Rp million	%
New Car	27,253,703	23,817,707	3,435,996	14.43
Used Car	5,371,351	3,700,357	1,670,994	45.16
Motorcycle	47,561	33,470	14,091	42.10
Other	25,288	217,730	(192,442)	(88.39)
Total	32,697,903	27,769,264	4,928,639	17.75%

#### Value of Financing Contract 2019-2023 (Rp million)



#### Recapitulation of Number of New Contract Units and Financing Contract Value

Type of Financing	New Contract		Increase (Decrease)	
	2023	2022	Rp million	%
Number of Financing Value (Rp million)	32,697,903	27,769,264	4,928,639	17.75
Number of New Contract (Unit)	121,871	139,090	(17,219)	(12.38)

In terms of the Company's achievements, both in terms of the volume of new contract units and the value of financing contracts, there has been an increase compared to the previous year. This is due to the high economic growth conditions in Indonesia, which stood at 5.31%, as well as a 17.75% increase in total financing disbursements in 2023. This has impacted the volume of new contract units and the value of financing contracts in the Company, which have experienced growth and contributed to the overall performance improvement of the Company.

#### Total New Contract Value by Origin of Contract from Group or Non Group

Type of Financing	New Contract (Unit)		Increase (Decrease)	
	2023	2022	Unit	%
Group	9,301	6,924	2,377	34.33
Non-Group	112,570	132,166	(19,596)	(14.83)
Total	121,871	139,090	(17,219)	(12.38)

**Total Financing Value by Origin of Contract from Group or Non Group**

Source of Contract	New Contract (Rp million)		Increase (Decrease)	
	2023	2022	Rp million	%
Grup	2,473,403	1,502,796	970,607	64.59
Non Grup	30,224,500	26,266,468	3,958,032	15.07
Jumlah	32,697,903	27,769,264	4,928,639	17.75

In the pursuit of potential customers, the Company relies on Sales Officers (SO). SOs are responsible for obtaining credit applications from the Company’s affiliated dealers and showrooms, as well as conducting credit analysis, processing credit applications, and assisting in monitoring the smoothness of credit payments by these customers. Thus, SOs are the forefront of the Company in carrying out its business activities. To maintain the quality of the credit produced, the Company places a minimum of 1 (one) Credit Head in each branch office. Their function is to serve as selectors for the credit proposals submitted by SOs.

Prime services are provided not only by each SO who will process credit applications at the beginning of transactions but also by all departments during the credit period and until the completion of the credit at the end of the payment period. Below is the scheme of the consumer financing process applicable within the scope of the Company.



## Mechanism/Process of Financing

To continually enhance customer service, the Company continuously develops or refines the financing process, leveraging technology. Technology utilization primarily aims to expedite the financing process while prioritizing caution to maintain a healthy portfolio. The principle of caution is also reflected in the establishment of risk acceptance criteria (RAC), serving as a reference for customer acquisition, including but not limited to:

1. Payment of a certain percentage of the car price as a down payment.
2. For used car financing, maximum age limit of 15 years.
3. Credit term ranging from a minimum of 6 (six) months to a maximum of 7 (seven) years.
4. Throughout the credit period, the car must be insured by the insurance company designated by the Company.

A financing process oriented towards the principle of caution and supported by technology usage forms a strong foundation for the Company's rapid and healthy growth.

## Billing Scheme

With the financing policies outlined above, the Company aims to minimize problematic receivables as much as possible in its business operations. Effective management of financing activities and maintaining good collectability levels are key to the Company's success. Thus, effective billing management is crucial for the Company's success.



## Business Segments Classification by Operating Segments

The Company's operational segments are divided based on primary customer groups and products, namely Fleet and Retail, with other segments as allocations that cannot be allocated to either of the two segments. In determining segment results, several asset and liability accounts as well as income and expenses related to distribution are allocated to each segment based on internal management reporting policies.

The operational explanations of each segment in the Company's segment reporting are as follows:

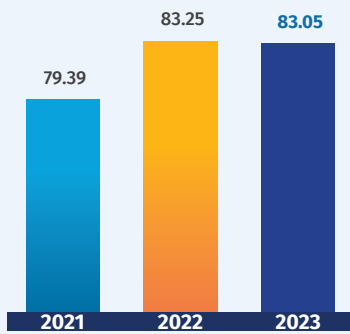
- **Retail**  
Included in the retail segment reporting are all operational segment assessment indicators that can be clearly attributed as part of consumer financing for individual customers.
- **Fleet**  
Included in the fleet segment reporting are all operational segment assessment indicators that can be clearly attributed as part of financing for corporate customers.



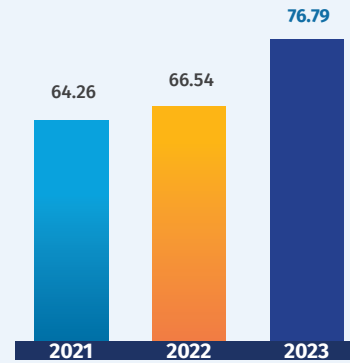
#### Number and Contribution of Retail Segment to the Assets of MTF

Contract Source	2023		2022		Increase/Decrease	
	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)
Retail						
Car	22,827,261	76.79	15,789,086	66.54	7,038,175	30.83
Motorcycle	95	0.00	157	0.00	(62)	(65.26)
Total Retail	22,827,356	76.79%	15,789,243	66.54%	7,038,113	30.83
Total Revenue	29,727,392		23,728,966		5,998,426	20.18

Contribution of Retail Segment to MTF Revenue (%)



Contribution of Retail Segment to MTF Assets (%)



#### Financial Performance and Profitability of Retail Segment of MTF

Account	2023			2022			Increase (Decrease)					
	Car	Motor-cycle	Amount	Car	Motor	Amount	Nominal (Rp-million)			Percentage (%)		
							Car	Motor-cycle	Amount	Mobil	Motor-cycle	Amount
<b>Revenue</b>												
Consumer Financing	2,715,052	106	2,715,158	2,179,554	3	2,179,557	535,495	103	535,598	24.57	3,433.33	24.57
Financial Lease	206,950	0	206,950	97,361	0	97,361	109,589	0	109,589	112.56	0.00	112.56
Interest Income from Deposit in Bank	13,211	0	13,211	10,369	0	10,369	2,842	0	2,842	27.41	0.00	27.41
Net Other	1,011,717	378	1,012,095	858,085	503	858,588	153,632	(125)	153,507	17.90	(24.85)	17.88
Total Revenue	3,946,930	484	3,947,414	3,145,369	506	3,145,875	801,561	(22)	801,539	25.48	(4.35)	25.48
<b>Expenses</b>												
Financial Charges	(1,167,286)	(2)	(1,167,288)	(856,537)	(4)	(856,541)	(310,749)	2	(310,747)	36.28	(50.00)	36.28

### Financial Performance and Profitability of Retail Segment of MTF

Account	2023			2022			Increase (Decrease)					
	Car	Motor-cycle	Amount	Car	Motor	Amount	Nominal (Rp-million)			Percentage (%)		
							Car	Motor-cycle	Amount	Mobil	Motor-cycle	Amount
Salaries and Benefits Expense	(747,809)	(1.017)	(748,826)	(759,613)	(1,949)	(761,562)	11,804	932	12,736	(1.55)	(47.82)	(1.67)
General and Administrative Expense	(328,573)	273	(328,300)	(303,271)	(524)	(303,795)	(25,302)	797	(24,505)	8.34	(152.10)	8.07
Provision for Impairment Losses	(574,622)	3	(574,619)	(443,390)	0	(443,390)	(131,232)	3	(131,229)	29.60	0.00	29.60
Total Expenses	(2,818,290)	(743)	(2,819,033)	(2,362,811)	(2,477)	(2,365,288)	(455,479)	1,734	(453,745)	19.28	(70.00)	19.18
Profit (Loss) before Final Tax and Income Tax	1,128,640	(259)	1,128,381	782,558	(1,971)	780,587	346,082	1,712	347,794	44.22	(86.86)	44.56
Total Assets	22,827,261	95	22,827,356	15,789,086	157	15,789,243	7,038,175	(62)	7,038,113	44.58	(39.49)	44.58
Total Liabilities	1,358,244	1.866	1,360,110	988,344	2,480	990,824	369,900	(614)	369,286	37.43	(24.76)	37.27

### Fleet Financing Segment

Fleet financing involves providing financing to customers managed by the Corporate Fleet Division, which sets the Financing Provision Limit (BPP) for 1 (one) Debtor or 1 (one) group of obligors, whether they are corporate entities or individuals. Regarding corporate entities, the financing value provision is set at or above Rp5 billion.

Fleet financing is divided into 2 (two) books:

#### 1. Investment Financing

Financing for capital goods and services needed for business activities/investment, rehabilitation, modernization, expansion, or relocation of business/investment sites provided to Debtors.

#### 2. Working Capital

Financing to meet the expenditure needs depleted in 1 (one) cycle of customer business activities, by providing financing limits to customers that are committed and advised.

The financial performance of the Fleet segment, particularly Car Fleet, in 2023 experienced an increase of Rp19.85 million, or 2.53%, compared to 2022.

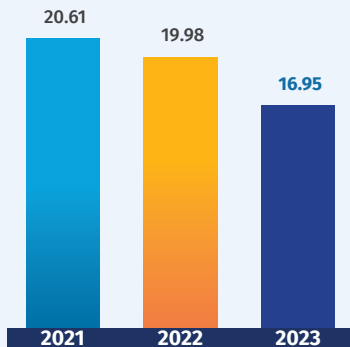
### Number and Contribution of Fleet Segment to the Revenue of MTF

Contract Source	2023		2022		Increase/Decrease	
	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)
<b>Fleet</b>						
Car	805,419	16.95	785,448	19.98	19,971	2.54
Motorcycle	67	0.00	185	0.00	(118)	(63.78)
Total Fleet	805,486	16.95	785,633	19.98	19,853	2.53
Total Revenue	4,752,900		3,931,508		821,392	

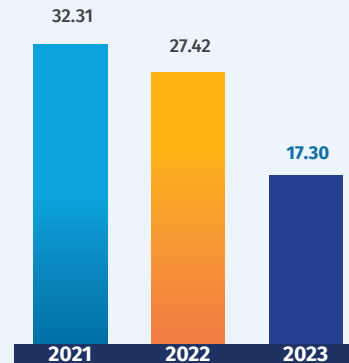
### Number and Contribution of Fleet Segments to MTF Assets

Contract Source	2023		2022		Increase/Decrease	
	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)
<b>Fleet</b>						
Car	5,142,242	17.30	6,505,706	27.42	(1,363,464)	(26.51)
Motorcycle	171	0.00	859	0.00	(688)	(402.34)
Total Fleet	5,142,413	17.30	6,506,565	27.42	(1,364,152)	(26.53)
Total Revenue	29,727,392		23,728,966		5,998,426	

Fleet Segment Contribution to MTF Revenue (%)



Fleet Segment Contribution to MTF Assets (%)



### Financial Performance and Profitability of Fleet Segment of MTF

Akun	2023			2022			Increase (Decrease)					
	Car	Motor-cycle	Amount	Car	Motor	Amount	Nominal (Rp-million)			Percentage (%)		
							Car	Motor-cycle	Amount	Mobil	Motor-cycle	Amount
<b>Revenue</b>												
Consumer Financing	285,142	50	285,192	257,289	158	257,447	27,853	(108)	27,745	10.83	(68.35)	10.78
Financial Lease	445,801	0	445,801	468,168	0	468,168	(22,367)	0	(22,367)	(4.78)	0	(4.78)
Factoring receivables	909	0	909	9,715	0	9,715	(8,806)	0	(8,806)	(90.64)	0	(90.64)
Deposit in Bank	3,923	0	3,923	4,793	1	4,793	(870)	(1)	(871)	(18.15)	(100)	(18.17)
Others - net	69,644	17	69,661	45,483	26	45,512	24,158	(9)	24,149	53.11	(34.62)	53.06
Total Revenue	805,419	67	805,486	785,448	185	785,633	19,971	(118)	19,853	2.54	(63.78)	2.53



### Financial Performance and Profitability of Fleet Segment of MTF

Akun	2023			2022			Increase (Decrease)					
	Car	Motor-cycle	Amount	Car	Motor	Amount	Nominal (Rp-million)			Percentage (%)		
							Car	Motor-cycle	Amount	Mobil	Motor-cycle	Amount
<b>Expense</b>												
Financial Charges	(342,866)	(11)	(342,877)	(392,938)	(93)	(393,031)	50,072	82	50,154	(12.74)	(88.17)	(12.76)
Salaries and Benefits Expense	(53,368)	0	(53,368)	(61,844)	0	(61,844)	8,476	0	8,476	(13.71)	0	(13.71)
General and Administrative Expense	(21,536)	0	(21,536)	(23,639)	(2)	(23,641)	2,103	2	2,105	(8.90)	(100)	(8.90)
Provision for Impairment Losses	(24,851)	(9)	(24,860)	(123,716)	6	(123,710)	98,865	(15)	98,850	(79.91)	(250)	(79.90)
Total Expenses	(442,621)	(20)	(442,641)	(602,137)	(89)	(602,226)	159,516	69	159,585	(26.49)	(77.53)	(26.50)
Profit (Loss) before Final Tax and Income Tax	362,798	47	362,845	183,311	96	183,407	179,487	(49)	179,438	97.91	(51.04)	97.84
Total Assets	5,142,242	171	5,142,413	6,505,706	859	6,506,565	(1,363,464)	(688)	(1,364,152)	(20.96)	(80.09)	(20.97)
Total Liabilities	299,780	247	300,027	328,548	311	328,859	(28,768)	(64)	(28,832)	(8.76)	(20.58)	(8.77)

### Other Segments

The Other segment comprises operational segment reporting related to treasury activities and head office, such as bank interest income, general and administrative expenses that cannot be allocated to the two segments mentioned above. In this segment, only assets and liabilities are included as part of treasury and headquarters activities.

#### Financial Performance and Profitability of Other Segments (Rp-million)

Description	2023	2022	Increase / Decrease	
			Amount (Rp million)	Contribution (%)
Total Asset	1,757,623	1,433,158	324,465	18.46%
Total Liabilities	24,037,595	19,316,458	4,721,137	19.64%

# Analysis of Business Segment Performance Based on Geographic Information

## Business Segments Based on Geography

In addition to being based on the main customer groups and products, the Company also presents segment information based on geography, namely the distribution of financing services across various regions in Indonesia. The Company categorizes the market distribution of retail financing served into 9 (nine) regions with the following geographical coverage.

Geographic (Region)	Details on Region
Regional I	Covering the regions of the Riau Islands, Riau, and North Sumatra
Regional II	Covering the regions of Bengkulu, Jambi, Bangka Belitung Islands, Lampung, West Sumatra, and South Sumatra
Regional III	Covering the regions of Banten (including Tangerang (BSD and Bintaro), Cilegon, Serang, and Lebak (Rangkasbitung)), and DKI Jakarta (including North Jakarta, West Jakarta, and Central Jakarta)
Regional IV	Covering the regions of DKI Jakarta (including East Jakarta and South Jakarta), as well as West Java (including Bekasi, Depok, and Bogor)
Regional V	Covering the regions of West Java (including Karawang, Sukabumi, Bandung, Tasikmalaya, Cirebon, Garut, and Subang)
Regional VI	Covering the regions of Central Java and Yogyakarta Special Region
Regional VII	Covering the regions of East Java, Bali, West Nusa Tenggara, and East Nusa Tenggara
Regional VIII	Covering the regions of Kalimantan
Regional IX	Covering the regions of Sulawesi, Maluku, and Papua

### Number and Contribution on Operation Segment Based on Geographic to the Revenue of MTF

Number of Revenue Based on Geographic (Region)	2023		2022		Increase/Decrease	
	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)
Regional I (Sumatera)	313,900	6.60	248,816	6.33	65,084	26.16
Regional II (Sumatera)	409,839	8.62	388,458	9.88	21,381	5.50
Regional III (Jabodetabek, anten)	454,742	9.57	366,113	9.31	88,629	24.21
Regional IV (Jabodetabek)	467,826	9.84	344,485	8.76	123,341	35.80
Regional V (Jawa Barat)	312,041	6.57	255,174	6.49	56,867	22.29
Regional VI (Jawa Tengah, Yogyakarta)	320,989	6.75	275,078	7.00	45,911	16.69
Regional VII (Jawa Timur, Bali, NTB, dan NTT)	487,843	10.26	380,880	9.69	106,963	28.08
Regional VIII (Kalimantan)	683,728	14.39	502,048	12.77	181,680	36.19
Regional IX (Sulawesi, Maluku, dan Papua)	496,506	10.45	384,823	9.79	111,683	29.02
Fleet	805,486	16.95	785,633	19.98	19,853	2.53
Total Revenue	4,752,900		3,931,508		821,392	20.89

**Number and Contribution of Operation Segment Based on Geographic to the Assets of MTF**

Number of Asset Based on Geographic (Region)	2023		2022		Increase/Decrease	
	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)	Amount (Rp million)	Contribution (%)
Regional I (Sumatera)	1,745,446	5.9	1,200,186	5.06	545,260	45.43
Regional II (Sumatera)	1,907,732	6.42	1,749,192	7.37	158,540	9.06
Regional III (Jabodetabek, Banten)	3,118,550	10.49	2,029,203	8.55	1,089,347	53.68
Regional IV (Jabodetabek)	3,345,820	11.23	2,178,293	9.18	1,167,527	53.60
Regional V (Jawa Barat)	1,706,071	5.74	1,244,413	5.24	461,658	37.10
Regional VI (Jawa Tengah, Yogyakarta)	1,743,026	5.86	1,369,361	5.77	373,665	27.29
Regional VII (Jawa Timur, Bali, NTB, dan NTT)	2,841,407	9.56	1,968,517	8.30	872,890	44.34
Regional VIII (Kalimantan)	3,650,156	12.28	2,291,273	9.66	1,358,883	59.31
Regional IX (Sulawesi, Maluku, dan Papua)	2,769,148	9.32	1,758,805	7.41	1,010,343	57.44
Fleet	5,142,413	17.30	6,506,565	27.42	(1,364,152)	(20.97)
Others	1,757,623	5.91	1,433,158	6.04	324,465	22.64
<b>Total Assets</b>	<b>29,727,392</b>		<b>23,728,966</b>		<b>5,998,426</b>	<b>25.28</b>

## Financial Review



The analysis and discussion of financial performance in this annual report are based on the Financial Statements. The presentation and disclosure of the Company's financial statements are prepared in accordance with the Indonesian Financial Accounting Standards (FAS), which encompass Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants.

### Financial Position

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Assets</b>				
Cash and Cash Equivalent	852,140	840,436	11,704	1.39
Customer Financing Receivables	22,361,823	16,340,837	6,020,986	36.85
Finance Lease Receivables	5,347,572	5,643,346	(295,774)	(5.24)
Factoring	35,322	32,976	2,346	7.11
Other Receivables	622,854	449,440	173,414	38.58
Deferred Tax Assets	100,789	116,452	(15,663)	(13.45)
Derivative Receivables	28,933	24,534	4,399	17.93
Fixed Assets	283,625	219,763	63,862	29.06
Other Assets	94,334	61,182	33,152	54.19
<b>Total Assets</b>	<b>29,727,392</b>	<b>23,728,966</b>	<b>5,998,426</b>	<b>25.28</b>

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Liabilities</b>				
Trade Payables	1,017,137	702,291	314,846	44.83
Other Payables	247,721	300,666	(52,945)	(17.61)
Current Tax Liabilities	112,000	125,498	(13,498)	(10.76)
Accrued Expenses	262,098	311,622	(49,524)	(15.89)
Bank Loans	18,096,715	14,661,887	3,434,828	23.43
Securities Issued	5,687,515	4,339,237	1,348,278	31.07
Employee Benefits Obligation	274,546	194,940	79,606	40.84
<b>Total Liabilities</b>	<b>25,697,732</b>	<b>20,636,141</b>	<b>5,061,591</b>	<b>24.53</b>
<b>Equity</b>				
Issued and Fully Paid-Up Capital	250,000	250,000	-	-
Other Comprehensive Income				
Remeasurement of Employee Benefits Obligation - net	(38,390)	(30,198)	(8,192)	27.13
Cumulative (Loss) on Derivative Instruments for Cash Flow Hedges - net	2,802	(6,188)	8,990	145.28
Retained Earning				
Appropriated	50,000	50,000	-	-
Unappropriated	3,765,248	2,829,211	936,037	33.08
<b>Total Equity</b>	<b>4,029,660</b>	<b>3,092,825</b>	<b>936,835</b>	<b>30.29</b>

## Assets

The Company's total assets in 2023 and 2022 amounted to Rp29.72 trillion and Rp23.72 trillion, respectively, representing an increase of Rp5.99 trillion or 25.28%. The majority of this increase in assets is attributable to the rise in the Customer Financing Receivables portfolio.

## Liabilities

The total liabilities for the current year increased by 24.53% or Rp5.06 trillion from Rp20.63 trillion in 2022 to Rp25.69 trillion in 2023. The increase is primarily due to a rise in Trade Payables, which increased by Rp314.84 billion or 44.83% from Rp702.29 billion in 2022 to Rp1.01 trillion in 2023, as well as an increase in bank loans and securities issued occurring in 2023.

## Equity

In 2023, the Company's equity amounted to Rp4.02 trillion, representing an increase of Rp936.83 billion or 30.29% compared to equity in 2022 of Rp3.09 trillion. This increase is attributed to the growth in the Company's net profit.

## Profit or Loss and Income Interest Income

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Revenue	4,752,900	3,931,508	821,392	20.89
Expenses	(3,261,674)	(2,967,514)	294,160	9.91
Income before Final Tax and Income Tax Expense	1,491,226	963,994	527,232	54.69
Final Tax Expense	(3,427)	(3,033)	394	12.99
Income before Income Tax Expense	1,487,799	960,961	526,838	54.82
Income Tax Expense	(326,698)	(210,748)	115,950	55.02
Income for the Year	1,161,101	750,213	410,888	54.77
Comprehensive Income	798	(3,067)	3,865	126.02
Total Comprehensive Income for the Year	1,161,899	747,146	414,753	55.51
Basic Earnings per Share (full Rupiah)	464	300	164	54.67

### Revenue

The Company's revenue in 2023 increased by Rp821.39 billion or 20.89% from the previous year, amounting to Rp3.93 trillion to Rp4.75 trillion. The breakdown of this revenue includes Income from Consumer Financing Income, Finance Lease Income, Factoring Income, Interest Income, and Other Income - net amounting to Rp3.0 trillion, Rp652.75 billion, Rp909 million, Rp17.13 billion, and Rp1.08 trillion, respectively. The increase occurred primarily in consumer financing income by Rp563.34 billion, while a decrease in revenue was observed in factoring income by Rp8.80 billion.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Consumer Financing Income	3,000,350	2,437,004	563,346	23.12
Finance Lease Income	652,751	565,529	87,222	15.42
Factoring Income	909	9,715	(8,806)	(90.64)
Interest Income	17,134	15,163	1,971	13.00
Other Income net	1,081,756	904,097	177,659	19.65
<b>Total Revenues</b>	<b>4,752,900</b>	<b>3,931,508</b>	<b>821,392</b>	<b>20.89</b>

### Expenses

The Company's expenses in 2023 increased by 9.91% to Rp3.26 trillion compared to the previous year of Rp2.97 trillion. There was an increase in the Company's financial expenses in 2023 reaching Rp1.51 trillion, up 20.85% or Rp260.59 billion compared to financial expenses in 2022 which amounted to Rp1.24 trillion. The increase was due to an increase in bank loans.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Expenses</b>				
Financial Charges	1,510,165	1,249,572	260,593	20.85
Salaries and Benefits	802,194	823,406	(21,212)	(2.58)
General and Administration	349,836	327,436	22,400	6.84

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Provision for Impairment Losses:				
Consumer Financing	697,613	487,604	210,009	43.07
Financial Leases	7,050	49,556	(42,506)	(85.77)
Factoring	(9,057)	11,063	(20,120)	(181.87)
Other Receivables	(96,127)	18,877	(115,004)	(609.23)
Total Provision for Impairment Losses	599,479	567,100	32,379	5.71
<b>Total Expenses</b>	<b>3,261,674</b>	<b>2,967,514</b>	<b>294,160</b>	<b>9.91</b>

### Provision for Impairment Losses

The provision for impairment losses in 2023 amounted to Rp599.48 billion, marking a 5.71% increase or Rp32.38 billion compared to 2022's provision of Rp567.1 billion. The increase was due to an increase in the portfolio which led to an increase in the allowance for impairment losses both in consumer financing.

### Income (Loss) For the Year

The income (loss) before final tax and income tax expenses is derived from the accumulation of revenues and expenses. With revenues and expenses as described above, in 2023, the Company recorded a income before final tax and income tax expenses of Rp1.49 trillion, marking a 54.69% increase or Rp527.23 billion from the income (loss) before final tax and income tax expenses. This increase is attributed to the growth in consumer financing and MTF finance lease income in 2023, increasing by 23.12% and 15.42%, respectively, or Rp563.34 billion and Rp87.22 billion.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Income (Loss) For the Year</b>				
Revenue	4,752,900	3,931,508	821,392	20.89
Expenses	(3,261,674)	(2,967,514)	(294,160)	9.91
Income (Loss) before Final Tax and Income Tax Expenses	1,491,226	963,994	527,232	54.69
Final Tax Expenses	(3,427)	(3,033)	394	12.99
Income (Loss) before Income Tax Expenses	1,487,799	960,961	526,838	54.82
Income (Expenses) Income Tax	(326,698)	(210,748)	115,950	55.02
Income (Loss) For the Year	1,161,101	750,213	410,888	54.77

### Total Comprehensive Income for the Year

Total comprehensive income for the year is derived from the accumulation of income (loss) for the year and other comprehensive income. Other comprehensive income after tax in 2023 amounted to Rp1.16 trillion, experiencing a 55.51% increase or Rp414.75 billion from 2022's figure of Rp747.15 billion. The increase in other comprehensive income is attributed to the rise in the effective portion of gains on hedging instruments for cash flow hedging purposes.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Total Comprehensive Income for the Year</b>				
Income (Loss) for the Year	1,161,101	750,213	410,888	54.77
Other Comprehensive Income	798	(3,067)	3,865	126.01
<b>Item that Will Not be Reclassified to Profit or Loss</b>				
Remesasurement of Employee Benefits Obligation	(10,502)	3,070	(13,572)	(442.08)
Income Tax Effect	2,310	(675)	2,985	442.22
	(8,192)	2,395	(10,587)	(442.05)
<b>Item that Will be Reclassified to Profit or Loss</b>				
Effective Proportion of Profit on Hedging Instrument in a Cash Flow Hedge	11,525	(7,002)	18,527	264.60
Income Tax Effect	(2,535)	1,540	(4,075)	(264.61)
	8,990	(5,462)	14,452	264.59
Other Comprehensive Income – after tax	798	(3,067)	3,865	126.02
Total Comprehensive Income (Loss) for the Year	1,161,899	747,146	414,753	55.51

## Cash Flow

Cash flow provides an overview of the Company's cash receipts and payments. As depicted in the table above, both the net cash used in operating activities, net cash used in investing activities, and net cash obtained from financing activities experienced a decline, subsequently leading to a decrease in the Company's cash and cash equivalents at the end of the year, as outlined below.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Cash Flow from Operating Activities	(4,420,498)	(3,190,177)	1,230,321	38.57
Cash Flow from Investing Activities	(118,954)	(65,272)	53,682	82.24
Cash Flow from Financing Activities	4,551,156	3,855,503	695,653	18.04
Net Increase (Decrease) in Cash and Cash Equivalent	11,704	600,054	(588,350)	(98.05)
Cash and Cash Equivalent at Beginning of Year	840,436	240,382	600,054	249.63
Cash and Cash Flow at End of Year	852,140	840,436	11,704	1.39

## Cash Flow from Operating Activities

The net cash used for operating activities in 2023 amounted to a deficit of Rp4.42 trillion, marking a 38.57% increase from 2022's deficit of Rp3.19 trillion. As shown in the table above, the increase in the deficit amount is attributed to increased payments to vehicle suppliers, which rose by 17.44% from 2022, in line with the Company's increased lending in 2023.



in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
<b>Cash receipts from customers</b>				
Consumer financing	24,720,154	21,507,345	3,212,809	14.94
Finance lease	4,099,252	3,845,288	253,964	6.60
Factoring	7,000	401,193	(394,193)	(98.26)
Joint Financing	12,782,010	11,436,484	1,345,526	11.77
Interest income from deposit in bank	13,688	15,144	(1,456)	(9.61)
Late payment penalties	148,794	134,027	14,767	11.02
Recovery from written-off receivables	179,645	152,667	26,978	17.67
Receipts of excess tax bill	-	20,697	(20,697)	(100.00)
Insurance premiums	1,651,382	1,408,879	242,503	17.21
<b>Cash disbursements for</b>				
Repayments of joint financing facilities	(10,632,638)	(10,458,484)	174,154	1.67
Payments to car dealers	(33,458,424)	(28,489,839)	4,968,585	17.44
Payments for finance charges	(1,492,506)	(1,268,963)	223,543	17.62
Payments for income tax	(324,758)	(133,626)	191,132	143.04
Payments for salaries and allowances	(772,663)	(649,104)	123,559	19.04
Payments for general and administrative expenses	(340,005)	(264,328)	75,677	28.63
Payments to insurance companies	(1,001,429)	(847,557)	153,872	18.15
Net cash provided by (used in) operation activities	(4,420,498)	(3,190,177)	1,230,321	38.57

### Cash Flow from Investing Activities

In 2023, the net cash used for investing activities amounted to Rp118.95 billion, marking an 82.24% increase compared to Rp65.27 billion in 2022. The increase in net cash used for investing activities was primarily directed towards the acquisition of fixed assets related to the expansion of infrastructure, furniture, office equipment, and buildings.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Acquisition of fixed assets	(86,892)	(49,896)	36,996	74.15
Acquisition of right-of-use assets	(32,191)	(15,731)	16,460	104.63
Sales of fixed assets	129	355	(226)	(63.66)
Net cash used in investing financing activities	(118,954)	(65,272)	53,682	82.24

### Cash Flow from Financing Activities

The net cash obtained from financing activities in 2023 amounted to Rp4.55 trillion, an increase compared to 2022 when the Company obtained cash from financing activities amounting to Rp3.85 trillion. This increase is attributed to the rise in proceeds from securities issued and the decrease in payments for issued securities.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Proceeds from bank loans	17,276,376	20,402,395	(3,126,019)	(15.32)
Proceeds from securities issued	1,822,845	1,228,055	594,790	48.43
Repayment of bank loans	(13,829,050)	(15,330,618)	(1,501,568)	(9.79)
Repayment of securities issued	(472,000)	(2,382,000)	(1,910,000)	(80.18)
Payment of securities issuance costs	(6,283)	(3,118)	3,165	101.51
Payment of cash dividends	(225,064)	(49,175)	175,889	357.68
Payment of lease liabilities	(15,668)	(10,036)	5,632	56.12
Net cash provided by (used in) financing activities	4,551,156	3,855,503	695,653	18.04

### Increase (Decrease) in Net Cash and Cash Equivalents, and Cash and Cash Equivalents at Year End

With the accounting of net cash used for operating activities, net cash used for investing activities, and net cash obtained from financing activities as described above, the cash and cash equivalents at the end of 2023 amounted to Rp852.14 billion, representing a 1.39% increase from the beginning of the year position of Rp840.44 billion. This increase is predominantly driven by funding receipt and increased financing during 2023.

## Company Ability in Efficiency and Producing Profit

### Key Financial Ratios

Description	Unit	2023	2022	Increase (Decrease)
<b>Profitability</b>				
Return on assets	%	4.34	3.54	0.80
Return on assets*	%	5.00	4.05	0.95
Average return on assets*	%	5.58	4.54	1.04
Return on equity	%	28.81	24.26	4.55
Average return on equity	%	32.60	27.34	5.26
Total income/total assets	%	15.99	16.57	(0.58)
Income before income tax/ revenue	%	31.38	24.52	(25.11)
Net profit after tax for the year/revenue	%	24.43	19.08	5.35
Cost efficiency ratio	%	34.34	43.08	(11.37)
Current Ratio	%	1.10	1.32	(0.22)
<b>Productive Assets</b>				
Net managed financing receivables	(Rp-million)	53,061,308	45,122,742	7,938,566
Financing receivables-joint financing	(Rp-million)	24,898,967	22,623,833	2,275,134
Non-performing receivables under management	%	0.70	0.72	(0.02)
<b>Liquidity</b>				
Total liabilities/total assets	(times)	0.86	0.87	(0.01)

Description	Unit	2023	2022	Increase (Decrease)
Total liabilities/total equity	(times)	6.38	6.67	(0.29)
Interest debt/total equity**	(times)	5.90	6.14	(0.24)

\*) Using profit before tax calculations

\*\*\*) Gearing Ratio

### Profitability Ratio

The return on average assets ratio is used to assess the company's ability to earn profits from all invested assets. As of December 31, 2023, and 2022, the return on average assets ratio was 5.58% and 4.54%, respectively.

### Efficiency Ratio

The Cost Efficiency Ratio (CER) for the year 2023 was recorded at 34.34%, representing a decrease compared to the 2022 figure of 43.08%. The decrease in CER is due to efficiency in costs with an increase in the Company's revenue. This indicates the Company's success in growing its business, reflected in revenue growth, coupled with efficiency strategies in expenses.

### Composition of Financing Expenses

The Company's financial expenses as of December 31, 2023, amounted to Rp1.51 trillion, an increase of 20.85% or Rp260.59 billion.

Description	2023	2022	Increase (Decrease)	
			Rp	%
Bank loans	1,078,119	782,314	295,805	37.81
Securities issued	354,777	397,921	(43,144)	(10.84)
Bank administration and bank provision	67,902	59,561	8,341	14.00
Forex Loss/Profit	591	(166)	757	456.02
Amortization of securities issuance cost	3,716	3,614	102	2.82
Interest on lease liabilities	2,476	2,392	84	3.51
Others	2,584	3,936	(1,352)	(34.35)
Total Financing Expenses	1,510,165	1,249,572	260,593	20.85

in million Rupiah

## Solvency

The Company has adequate ability to fulfill short-term and long-term debt obligations. This can be seen from the solvency ratio. Meanwhile, the liquidity ratio is a measure of the Company's ability to pay short-term debts.

Description	2023	2022	Increase (Decrease)
<b>Liquidity Ratio</b>			
Current Ratio (times)	1.10	1.32	(0.22)
Cash Ratio (%)	6.75	9.63	(2.88)
<b>Solvency Ratio</b>			
Interest Debt to Equity Ratio	5.90	6.14	(0.24)
Debt to Equity Ratio (DER) (times)	6.38	6.67	(0.29)
Debt to Asset Ratio (DAR) (times)	0.86	0.87	(0.01)

### Liquidity Ratio

The Company's liquidity reflects its ability to meet short-term liabilities using its current assets. Liquidity is measured using the current ratio, which compares current assets to current liabilities, and the cash ratio, calculated by comparing cash and cash equivalents to current liabilities. Current assets consist of assets maturing in less than one year. In 2023, the Company's current ratio was recorded at 1.10x, experiencing a decrease compared to the 2022 current ratio of 1.32x. Similarly, the cash ratio also decreased from 9.63% in 2022 to 6.75% in 2023.

### Solvency Ratio

In 2023, there was a decrease in the Debt to Equity Ratio by 0.29% from 6.67x in 2022 to 6.38x, and the Debt to Assets Ratio also decreased by 0.01 to 0.86x in 2023 compared to the previous year.

in million Rupiah

Description	Less than a month	1-6 months	Over 6 months to 1 year	More than a year	Has no contract due	Carrying Value
<b>Assets</b>						
Cash and cash equivalents	833,946	-	-	-	-	833,946
Consumer financing receivables	887,083	4,015,096	4,313,239	13,494,299	-	22,709,717
Finance lease receivables	298,722	1,388,490	1,346,157	2,383,496	-	5,416,865
Factoring	650	3,250	3,901	27,957	-	35,758
Other receivables	596,485	70,667	-	-	-	667,152
Derivative Receivables	-	28,933	-	-	-	28,933
Other Assets	49,049	-	-	-	-	49,049
<b>Total Assets</b>	<b>2,665,935</b>	<b>5,506,436</b>	<b>5,663,297</b>	<b>15,905,752</b>	<b>-</b>	<b>29,741,420</b>
<b>Liabilities</b>						
Trade Payables	1,017,137	-	-	-	-	1,017,137
Other Payables	166,897	5,925	6,872	25,379	-	205,073
Accrued Expenses	2,113	259,985	-	-	-	262,098
Loans Received	1,206,954	3,878,098	4,312,389	8,699,274	-	18,096,715
Securities issued	-	1,114,812	657,799	3,914,904	-	5,687,515
<b>Total Liabilities</b>	<b>2,393,101</b>	<b>5,258,820</b>	<b>4,977,060</b>	<b>12,639,557</b>	<b>-</b>	<b>25,268,538</b>
<b>Total Maturity Gap</b>	<b>272.834</b>	<b>247.616</b>	<b>686.237</b>	<b>3.266.195</b>	<b>-</b>	<b>4.472.882</b>

The table below shows the remaining contractual maturities of financial liabilities based on undiscounted cash flows as of December 31, 2023.

in million Rupiah

Description	Less than a month	1-6 months	Over 6 months to 1 year	More than a year	Has no contract due
<b>Liabilities</b>					
Trade Payables	1,017,137	-	-	-	1,017,137
Other payables	166,897	5,925	6,872	25,379	205,073
Accrued Expenses	2,113	259,985	-	-	262,098

in million Rupiah

Description	Less than a month	1-6 months	Over 6 months to 1 year	More than a year	Has no contract due
Bank Loans	1,299,278	4,274,763	4,658,637	9,149,680	19,382,358
Securities issued	31,036	1,288,053	804,667	4,344,767	6,468,523
Total Liabilities	2,516,461	5,828,726	5,470,176	13,519,826	27,335,189

## Financing Facilities and Accounts Receivable Collectibility

In conducting its business, the Company always adheres to the principle of prudence. Every credit application undergoes a meticulous credit analysis process and various approval stages. Conservative portfolio management is carried out by progressively establishing provisions for all receivables that have entered the doubtful category. Currently, the Company implements provisions for doubtful receivables based on a review of the balance status at the end of the period.

The Company consistently manages problematic financing by emphasizing the principle of prudence and maintaining the compliance of its consumers to make payments on time by reminding, collecting, and repossessing. The Company also has a credit rescue division called the Account Receivable Management Division, led by the Account Receivable Division Head, who oversees several Account Receivable Department Heads, and each Account Receivable Department Head will oversee several Remedial Heads and Collection Heads.

### Consumer Financing Receivables Overdue Based on Installment Overdue

in million Rupiah

Description	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
Total Receivables	56,405,366	100.00	46,507,804	100.00	9,897,562	21.28
Current	53,888,430	95.54	44,534,718	95.75	9,353,712	21.00
1 – 90 days overdue	2,030,050	3.60	1,626,085	3.50	403,965	24.84
91 – 120 days overdue	227,964	0.40	158,343	0.34	69,621	43.97
121 – 180 days overdue	250,250	0.44	167,501	0.36	82,749	49.40
> 180 days overdue (non-performing receivables)	8,672	0.02	21,157	0.05	(12,485)	(59.01)

### Consumer Financing Receivables

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Total Receivables	27,898,155	20,787,497	7,110,658	34.21
Unearned consumer financing income	(5,188,438)	(4,113,082)	1,075,356	26.14
Net consumer financing receivables	22,709,717	16,674,415	6,035,302	36.19

## Finance Lease Receivables Overdue Based on Installment Overdue

in million Rupiah

Description	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
Total Receivables	6,265,251	100.00	6,657,743	100.00	(392,492)	(5.90)
Current	5,998,708	95.75	6,438,020	96.70	(439,312)	(6.82)
1 – 90 days overdue	244,470	3.90	189,920	2.85	54,550	28.72
91 – 120 days overdue	6,605	0.10	9,150	0.14	(2,545)	(27.81)
121 – 180 days overdue	15,468	0.25	20,653	0.31	(5,185)	(25.11)
> 180 days overdue (non-performing receivables)	-	-	-	-	-	-

## Finance Lease Receivables

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Total Receivables	6,236,631	6,554,932	(318,301)	(4.86)
Unearned consumer financing income	(819,766)	(772,907)	(46,859)	6.06
Net consumer financing receivables	5,416,865	5,782,025	(365,160)	(6.32)

## Accounts Receivable Overdue Based on Installment Overdue

in million Rupiah

Description	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
Total Receivables	50,954	100.00	42,561	100.00	8,393	19.72
Current	50,954	100.00	42,561	100.00	8,393	19.72
1 – 90 days overdue	-	-	-	-	-	-
91 – 120 days overdue	-	-	-	-	-	-
121 – 180 days overdue	-	-	-	-	-	-
> 180 days overdue (non-performing receivables)	-	-	-	-	-	-

## Factoring Receivables

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Total Receivables	50,954	42,561	8,393	19.72
Unearned consumer financing income	(15,196)	(92)	(15,104)	16417.39
Net consumer financing receivables	35,758	42,469	(6,711)	(15.80)

## Credit Quality Ratio of Assets

The credit quality ratio of financial assets that can depict credit risk. As of December 31, 2023, the credit risk exposure of financial assets is divided as follows:

in million Rupiah

Description	Neither past due nor impaired		Past due but not impaired	Impaired	Allowance for impairment losses	Total
	High grade	Standard grade				
Cash and cash equivalents	833,946	-	-	-	-	833,946
<b>Consumer financing receivables</b>						
Individual	11,292,015	10,399,885	840,361	177,456	(347,894)	22,361,823
<b>Consumer finance lease receivables</b>						
Corporate	3,048,322	2,137,678	211,784	19,081	(69,293)	5,347,572
Factoring receivables	-	35,758	-	-	(436)	35,322
Other receivables	667,152	-	-	-	(44,298)	622,854
Derivative Receivables	28,933	-	-	-	-	28,933
Other Assets	49,049	-	-	-	-	49,049
<b>Total Assets</b>	<b>15,919,417</b>	<b>12,573,321</b>	<b>1,052,145</b>	<b>196,537</b>	<b>(461,921)</b>	<b>29,279,499</b>

Explanation of the credit quality division provided for receivables that have not matured and have not experienced impairment:

1. High grade: Receivables that have never been overdue previously.
2. Standard grade: Receivables that have been overdue previously but have not experienced any delays in principal and interest payments up to the present.

Consumer financing receivables and lease financing receivables with installment payments overdue for more than 90 days are classified as impaired financial assets. As collateral for the consumer financing receivables provided, the Company receives collateral from consumers in the form of Motor Vehicle Ownership Certificates ("BPKB") for the motor vehicles financed by the Company.

The following table shows the aging analysis of matured receivables that have not experienced impairment:

Description	1-30 days (Rp-million)	31-60 days (Rp-million)	61-90 days (Rp-million)	Total (Rp-million)
<b>Consumer financing receivables</b>				
Individual	486,720	189,653	163,988	840,361
<b>Finance lease receivables</b>				
Corporate	106,102	42,875	62,807	211,784
<b>Total Assets</b>	<b>592,822</b>	<b>232,528</b>	<b>226,795</b>	<b>1,052,145</b>

### Productive Assets

The Company's productive assets consist of Managed Consumer Financing Receivables, Non-Performing Loans (NPLs), Liquidity and Solvency, as well as other financial information. In detail, the acquisition of productive assets is as follows:

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Managed Net Financing Receivables (Rp-million)	53,061,308	45,122,742	7,938,566	17.60
Joint Financing Receivables (Rp-million)	24,898,967	22,623,833	2,275,134	10.06
Managed Non-Performing Receivables (%)	0,70	0,72	(0,02)	(2.78)

# Capital Structure and Management Policy on Capital Structure

## Capital Structure Policy

The Company's objective in managing its capital is to maintain the Company's business continuity to provide returns to shareholders and benefits to other stakeholders, and to optimize capital structure to reduce capital costs. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return on capital to shareholders, or issue new shares to reduce loans. Consistent with other industry players, the Company monitors capital based on the gearing ratio. This ratio is calculated from net loan value (including Bonds and Medium-Term Notes) divided by the amount of capital. The amount of capital is taken from the equity stated in the financial position statement.

In managing capital, the Company conducts monthly analysis to ensure that the Company continues to comply with OJK Regulation No. 35/POJK.05/2018 dated Desember 27, 2018 concerning the Implementation of Financing Company Business which regulates provisions as follows:

1. The minimum paid-up capital of the Company is Rp100,000,000,000.
2. The minimum equity of the Company is 50.00% of the paid-up capital.
3. The amount of loans held by the Company compared to its own capital and subordinated debt less contributions (gearing ratio) is set at a maximum of 10 times, both for foreign and domestic loans.

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Loans	18,096,715	14,661,887	3,434,828	23.43
Securities Issued	5,687,515	4,339,237	1,348,278	31.07
Loan Amount	23,784,230	19,001,124	4,783,106	25.17
Equity	4,029,660	3,092,825	936,835	30.29
Gearing Ratio (times)	5,90	6,14	(0,24)	(3.91)

The Company consistently maintains a maximum gearing ratio lower than the provisions set through alternative financing analysis, whether through bank loans, bond issuances, or optimizing joint financing funds. The Company also calculates the cost of funds from the chosen financing alternatives to ensure that these funds can generate maximum income for the Company.

Based on the Financial Services Authority Regulation No. 35/POJK. 05/2018 dated December 27, 2018 concerning "Business Implementation of Financing Companies". The Company has met the minimum amount of equity and the Maximum Lending Limit. The Company has calculated several ratios, among others:

in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Capital ratio (%)	16,21	21,77	(5,56)	(25.54)
Equity to fully paid capital ratio (%)	1,611,86	1,237,13	424,73	34.33
Non-Performing Finance-neto ratio (%)	0,48	0,46	0,02	4.35
Non-Performing Finance-gross ratio (%)	0,70	0,72	(0,02)	(2.78)
Net financing receivables to total assets ratio (%)	93,33	92,79	0,54	0.58
Net financing receivables to total funding ratio (%)	116,65	115,87	0,78	0.67
Balance of receivables for investment financing and working capital financing to total balance of the financing receivables ratio (%)	19,77	26,56	(6,79)	(25.56)
Gearing ratio (time)	5,90	6,14	(0,24)	(3.91)



in million Rupiah

Description	2023	2022	Increase (Decrease)	
			Rp	%
Total Equity (Rp-million)	4,029,660	3,092,825	936,835	30.29
Total Liabilities and Equity (Rp-million)	29,727,392	23,728,966	5,998,426	25.28

### Details of Capital Structure

The composition of funding between loans and equity of the Company can be seen in the table and graph below.

in million Rupiah

Description	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
Bank Loans	18,096,715	65.06	14,661,887	66.36	3,434,828	23.43
Securities Issued	5,687,515	20.45	4,339,237	19.64	1,348,278	31.07
Loan Amount	23,784,230	85.51	19,001,124	86.00	4,783,106	25.17
Equity	4,029,660	14.49	3,092,825	14.00	936,835	30.29
Total	27,813,890	100.00	22,093,949	100.00	5,719,941	25.89
Gearing ratio (time)	5,90	-	6,14	-	(0,24)	(3.91)

## Material Commitments for Investment In Capital Goods

The Company does not have any material commitments for investment in capital goods.

## Realization of Investment in Capital Goods

Table of Investment in Capital Goods

Types of Capital Goods	Purpose	2023 (Rp million)
Buildings	Supporting Company's business growth	2,460
Office Equipment	Supporting Company's business growth	70,147
Leasehold Improvement	Supporting Company's business growth	14,285
Right-of-Use Assets	Supporting Company's business growth	45,080
<b>Total</b>		<b>131,972</b>

Investment in capital goods in 2023 amounted to Rp131,972 million, which is higher than in 2022, amounting to Rp79,01 million, with the increase mainly driven by growth in office equipment investments during 2023.

### Impact of Foreign Currency Exchange Rates

Transactions in foreign currencies are translated into Indonesian Rupiah using the exchange rates prevailing on the transaction dates. As of the financial position statement date, monetary assets and liabilities in foreign currencies are translated using the exchange rates prevailing on the financial position statement date. Gains and losses from foreign currency transactions and from the conversion of monetary assets and liabilities in foreign currencies are recognized in the income statement and other comprehensive income. As of December 31, 2023, the exchange rate used was the Bank Indonesia mid-rate of Rp15,416 (full amount) for 1 US Dollar ("USD"), and as of December 31, 2022, it was Rp15,731 (full amount).

## Material Information and Facts Occurring Subsequent to the Accounting Report Date

During the period from January 1, 2024, until the issuance of this annual report, there have been material information and facts. The material information and facts are as follows:

1. On January 4, 2024, MTF redeemed PUB IV Phase I Series B 2019 bonds amounting to Rp200,000,000,000, with an interest rate of 9.75%.
2. On January 11, 2024, MTF signed an extension of the Short-Term Loan facility with PT Bank CTBC Indonesia amounting to Rp200,000,000,000, with an availability period until December 7, 2024.
3. Signing of the Regular JF Cooperation Agreement between PT Mandiri Tunas Finance and Commercial Banking Bank Mandiri for the Increase in Financing Facility to Rp6 Trillion on January 29, 2024.

## Comparison Between Targets and Realization, as Well as One-Year Projections

### Comparison of Targets and Realization

At the beginning of the 2023 fiscal year, the Company set a number of targets to be achieved as outlined in the 2023 RKAP. The comparison of the achievement of some of the set targets with the realization in the 2023 fiscal year is as follows:

#### Operational and Marketing Target Achievement

Description	2023 Target	Realization in 2023	Target Achievement (%)
New Financing Disbursement (Rp-million)	31,500,000	32,697,903	103.80
Financing Receivables Balance (Rp-million)	25,931,337	28,162,340	108.60
Revenue (Rp-million)	4,417,520	4,752,900	107.59
Income for the Year (Rp-million)	1,001,357	1,161,101	115.95
Capital Structure/Gearing Ratio (kali)	5.64	5.90	104.61
NPF Gross (%)	1.00	0.70	0.70
NPF Netto (%)	0.74	0.48	64.86
Net Interest Margin (times)	4.26	4.42	103.76
Cost of Education and Training (Rp-million)	10,682	7,300	68.34

The performance achievement in 2023 has been satisfactory, as evidenced by the targets and results achieved. New financing disbursement in 2023 reached Rp32.69 trillion, or 103.80% of the Rp31.50 trillion target. This fairly good achievement is mainly attributed to investment financing and multi-purpose financing, which exceeded the targets. The achievement in new financing disbursement has impacted the outstanding financing balance, which recorded a 108.60% achievement against the 2023 target. These good financing achievements have also impacted profit performance. The Company's revenue realization in 2023 reached 107.59%, while the net profit realization for the current year reached 115.95% of the target.

## One-Year Projection

Entering into 2024, the Company has set several targets outlined in the 2024 RKAP, including:

Description	Realization in 2023	Projection in 2024
New Financing Disbursement (Rp-million)	32,697,903	36,000,000
Financing Receivables Balance (Rp-million)	28,162,340	31,909,214
Revenue (Rp-million)	4,752,900	6,329,378
Income for the Year (Rp-million)	1,161,101	1,332,516
Dividend Payment (Rp-million)	225,064	116,110
Capital Structure/Gearing Ratio (kali)	5.90	5.02
NPF Gross (%)	0.70	0.80
NPF Netto (%)	0.48	0.58
Net Interest Margin (times)	4.42	4.48
Cost of Education and Training (Rp-million)	7,300	10,981

## Business Prospect and Performance Projection for 2024

In 2023, the Company maintained its position as one of the top three financing companies with the largest automobile financing portfolio in Indonesia. The Company reached a new milestone with total managed assets exceeding 50 trillion and recorded a profit of Rp1.16 trillion, representing a growth of 54.77% (YoY).

Amidst global geopolitical uncertainties and economic growth influencing factors, Bank Indonesia remains optimistic, projecting Indonesia's economic growth to remain robust in 2024, ranging from 4.7-5.5%, with inflation expected to be controlled within the target range of 2.5±1%. This is supported by consistent monetary policies, fiscal policies, and the National Movement for Controlling Food Inflation (GNPIP). In 2023, Bank Indonesia increased the benchmark interest rate (BI rate) to 6.00% to strengthen the stability of the rupiah exchange rate and ensure controlled inflation. In 2024, Bank Indonesia considers lowering the benchmark interest rate or BI rate in the second semester of 2024, in line with controlled inflation at 2.5±1% and stable rupiah exchange rates. The projected decrease in the BI rate will impact the reduction of financing interest rates in Indonesia, presenting an opportunity for financing companies in the country.

In 2024, GAIKINDO targets total domestic car sales of 1,100,000 units, with the multipurpose vehicle (MPV) segment, especially low MPV and low-cost green car (LCGC), continuing to dominate sales in Indonesia.

Gaikindo's target for 2024 opens opportunities for financing companies, especially those primarily focusing on four-wheeled vehicles, to provide financing for new cars and increase market share.

The Indonesian Financing Companies Association (APPI) projects a 12-13% growth in multifinance industry financing receivables in 2024. Two factors serve as catalysts for the multifinance industry's potential double-digit growth: Indonesia's 5.00% economic growth and the growing consumer purchasing power.

The Company aspires to become the Market Leader in 2024. To achieve this, the Company needs to strengthen its position through market penetration optimization across all segments and business sources, including Retail, Wholesale, and Multiguna segments. Aligned with business growth, the Company will continue to strengthen its foundation and internal readiness in all aspects to grow bigger, healthier, and sustainably. In 2024, the Company targets new financing above 36 trillion with a profit growth of 33.00% compared to 2023.

The Company adopts the theme '**Energizing the New Foundation: be the Market Leader**' for 2024, signifying the Company's intention to optimize the newly built foundation from previous years with more energy and enthusiasm, aiming to lead in the Financing Industry.

## Dividend Policy and Its Distribution

### Dividend Policy

Before the end of the financial year, the Company is obliged to set aside a certain amount of net profit for reserves, and this provision is made until the reserves reach at least 20% of the total issued and paid-up capital.

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the distribution of dividends is made based on the decision of the General Meeting of Shareholders (GMS). The use of net profit, including the determination of the amount of reserves for reserves, is decided by the GMS, and in the absence of any other decision, the entire net profit after deducting the reserves for reserves is distributed to shareholders as dividends.

### Basis of Dividend Distribution Policy

1. Company's Articles of Association Article 18 paragraph 1:

The Company's Net Profit in one financial year as stated in the balance sheet and income statement which has been ratified by the Annual GMS and is a positive profit balance, divided according to its use as determined by the GMS.

2. The Shareholders Agreement No. 5 dated February 6, 2009 Article 14 paragraph 1 :

Dividend distribution can be made if there is a positive profit balance and as long as the financial conditions of TFS have taken into account the reserve value according to the shareholders' policy and have achieved the annual profit target, with the amount of dividends ranging from 35-40% of the net profit of TFS unless otherwise determined in the GMS.

### Chronology of Dividend Distribution

The chronology of the Company's dividend distribution in the last 2 financial years is as follows:

Description	Dividend Year of 2023 (Stock Dividends for Book Year 2022)	Dividend Year of 2022 (Stock Dividends for Book Year 2021)
Net Profit (Rp million)	750,213	245,880
Total Dividend (Rp million)	225,064	49,175
Dividend per Share (Rp)	90,03	19,67
Payout Ratio (%)	30	20
Date of Announcement	June 28, 2023	June 17, 2022
Payment Date	July 6, 2023	Juni 24, 2022 and July 12, 2022

## Tax Compliance

The Company contributes to the country through fulfilling the Company's obligations as a taxpayer and as a tax withholder/collector. As a taxpayer, the Company's largest contribution is fulfilling the Corporate Income Tax (PPH) obligation. The PPh paid for the year 2023 amounted to Rp319.11 billion, an increase of Rp171.37 billion compared to 2022, which was recorded at Rp147.74 billion.

### Tax Obligation Fulfillment

in million Rupiah

Office	Tax Regulation	2023	2022	Increase (Decrease)	
				Rp	%
Central	Corporate Income Tax (PPH/CIT)	319,107	147,737	171,370	115,99
	Value Added Tax (VAT)	109,628	78,875	30,753	38,99
Regional	PPH with Parent Entity	131,021	98,653	32,368	32,81
	Property Tax	127	163	(36)	(22,09)
<b>Total</b>		<b>559,883</b>	<b>325,428</b>	<b>234,455</b>	<b>72,05</b>

## Employee and/or Management Stock Option Program (ESOP/MSOP)

Until the end of 2023, the Company did not have an Employee Stock Option Program (ESOP) and/or Management Stock Option Program (MSOP). The Company has also never conducted an Initial Public Offering of Shares as a corporate action that allows ownership of shares by the public and/or management and/or employees. Therefore, there is no information regarding ESOP/MSOP conducted by the Company.

## Material Information Regarding Investment, Expansion, Divestment, Mergers, Acquisitions, Debt/Capital Restructuring

There is no material information regarding investment, expansion, divestment, business mergers, acquisitions, and/or debt/capital restructuring in 2023.

## Realization of the Use of Funds from Public Offerings

The realization report of the use of funds from the public offering of bonds conducted by the Company in 2023 is presented below.

### Report on the Realization of Use of Proceeds from the Public Offering of 2023 Continuing Bonds

Description	Realization in 2023
Types of Public Offering	Continuous Public Offering of MTF Series VI Continuing Bonds Phase I 2023
Effective Date	June 27, 2023
<b>Realization Value of Public Offering</b>	
Total Public Offering Funds	691,735,000,000
Public Offering Fee	4,186,431,788
Net Funds	687,548,568,212
<b>Plan for the Use of Funds</b>	
Working Capital	687,548,568,212
Total	687,548,568,212
<b>Realization of the Use of Funds</b>	
Working Capital	687,548,568,212
Total	687,548,568,212
Remaining Funds from Public Offering	-

Description	Realization in 2023
Types of Public Offering	Continuous Public Offering of MTF Series VI Continuing Bonds Phase II 2023
Effective Date	June 27, 2023
<b>Realization Value of Public Offering</b>	
Total Public Offering Funds	1,131,110,000,000
Public Offering Fee	2,847,350,397

Description	Realization in 2023
Net Funds	1,128,262,649,603
<b>Plan for the Use of Funds</b>	
Working Capital	1,128,262,649,603
Total	1,128,262,649,603
<b>Realization of the Use of Funds</b>	
Working Capital	1,128,262,649,603
Total	1,128,262,649,603
Remaining Funds from Public Offering	-

## Information on Material Transactions that Involve Conflicts of Interest and/or Transactions with Affiliated Parties

### Conflict of Interest Transactions and/or Transactions with Affiliated Parties

Conflict of Interest refers to the difference between the economic interests of the Company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, or major shareholders that may harm the Company.

Affiliate Transactions are transactions conducted by the Company or Controlled Companies with Affiliates of the Company or Affiliates of members of the Board of Directors, members of the Board of Commissioners, or major shareholders of the Company.

### Policy on Related Parties

The Company has transactions with related parties. A party is considered related to the Company if:

1. An individual or close family member has a relationship with the Company if the individual:
  - a. has control or joint control over the Company;
  - b. has significant influence over the Company; or
  - c. is a key management personnel of the Company or the parent entity of the Company.
2. An entity is related to the Company if it meets any of the following:
  - a. The entity and the Company are members of the same group of companies (meaning the parent entity, subsidiary entities, and subsequent subsidiary entities are related to each other).
  - b. One entity is an associate or joint venture of another entity (or an associate or joint venture that is a member of a group of companies, of which the other entity is also a member).
  - c. Both entities are joint ventures of the same third party.
  - d. One entity is a joint venture of a third party, and the other entity is an associate of the third party.
  - e. The entity is a post-employment benefit plan for the benefit of employees of the Company or entities related to the Company. If the Company is the entity that administers the plan, then the sponsor entity is also related to the Company.
  - f. The entity is controlled or jointly controlled by the individual identified in (a).
  - g. The individual identified in (a)(i) has significant influence over the entity or is a key management personnel of the entity (or the parent entity of the entity).

All transactions with related parties have been disclosed in the notes to the financial statements..

### Fairness and Reasons for Transactions

In the normal course of business, the Company transacts with related parties due to ownership and/or management relationships. Transactions with related parties are conducted under the same terms and conditions as transactions with unrelated parties. The Company receives similar interest rates for bank loan facilities from related parties and third parties. The Company also uses similar interest rates between related parties and third parties in providing consumer financing.

## Reasons for Transactions

All transactions conducted by the Company, including transactions with related parties, are carried out for business development purposes.

## Names and Nature of Relationships

Related parties are companies and individuals with direct or indirect ownership or management relationships with the Company. The table below shows the details of related parties with the Company and the nature of these transactions.

Name of Related Parties	Nature of Relationship with the Related Parties	Nature of Transaction
PT Bank Mandiri (Persero) Tbk	Controlling shareholder	Fund placement, financing cooperation (joint financing disbursement), financing cooperation (joint financing installments), bank loans, accrued interest, current account services, other receivables, other payables, financial expenses.
PT Tunas Ridean	Minority Shareholder	Other receivables
PT Bumi Daya Plaza	Controlled by Dana Pensiun Bank Mandiri	Other assets, other payables, financial expenses, general and administrative expenses
PT Bank Mandiri Taspen	Controlled by PT Bank Mandiri (Persero) Tbk	Placement of deposit current account, the current account, and interest on the deposit, other assets
PT AXA Insurance Indonesia (dahulu/ formerly PT Mandiri AXA General Insurance)	Associate Entity of PT Bank Mandiri (Persero) Tbk	Acceptance of claim
PT Bank Syariah Indonesia Tbk	Controlled by PT Bank Mandiri (Persero) Tbk	Other income
Dana Pensiun Bank Mandiri	Bank Mandiri as Founder	Bondholder
PT Surya Sudeco	Controlled by PT Tunas Ridean	Other payables, financial expenses.
PT Bank Rakyat Indonesia (Persero) Tbk	State-owned enterprise	Placement of current account, the current account
PT Asuransi Jasa Indonesia (Persero)	State-owned enterprise	Claims acceptance receivables, claim acceptance income
PT Sarana Multigriya Finansial (Persero)	State-owned enterprise	Accrued expenses, borrowings, finance charges
Perum Jaminan Kredit Indonesia	State-owned enterprise	Accounts receivable insurance bonds claims
PT Balai Pustaka (Persero)	State-owned enterprise	Financing receivables, financing income
PT Bank Tabungan Negara (Persero) Tbk	State-owned enterprise	Placement of funds, accrued expenses, bank loans, finance charges
PT Kimia Farma Apotek	State-owned enterprise (SOE) subsidiary	Financing receivables, financing income
PT Kimia Farma Diagnostika	State-owned enterprise (SOE) subsidiary	Financing receivables, financing income
PT Kimia Farma Trading & Distribution	State-owned enterprise (SOE) subsidiary	Financing receivables, financing income
DPLK Bank Rakyat Indonesia	Bank Rakyat Indonesia as the founder	Bonds
Personil manajemen kunci grup	Key management personnel of Bank Mandiri Group	Financing receivables, financing income
Karyawan kunci	Board of Commissioners and Board of Directors of the Company	Employee Benefits

## Realization of Related Parties Transactions

In million Rupiah

Balance of Related Parties	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
<b>Assets</b>						
Cash and cash equivalents – cash in banks	782,451	2.63	761,281	3.2	21,170	2.78
Time deposits	50,000	0.17	50,000	0.2	0	0.00
Consumer Financing Receivables	11,542	0.04	7,846	0	3,696	47.11
Other receivables	547,483	1.84	499,942	2.1	47,741	9.55
Prepaid rent	902	0.00	251	0	651	259.36
Total Assets associated with Related Parties	1,392,378	4.68	1,319,320	5.56	73,058	5.54
<b>Total Assets</b>	<b>29,727,392</b>		<b>23,728,966</b>		<b>5,998,426</b>	<b>25.28</b>
<b>Liabilities</b>						
Other Payables	56,805	0.22	100,736	0.5	(43,931)	(43.61)
Accrued Expenses	4,472	0.02	3,535	0	937	26.51
Loans	2,891,252	11.25	1,944,839	9.4	946,413	48.66
Securities Issued	693,000	2.70	468,500	2.3	224,500	47.92
Total Liabilities associated with Related Parties	3,645,529	14.19	2,517,610	12.20	1,127,919	44.80
<b>Total Liabilities</b>	<b>25,697,732</b>		<b>20,636,141</b>		<b>5,061,591</b>	<b>24.53</b>
<b>Revenues</b>						
Consumer Financing	807	0.02	767	0	40	5.22
Deposit in Bank	16,191	0.34	14,530	0.4	1,661	11.43
Others	8	0.00	564	0	(556)	(98.58)
Total Revenue associated with Related Parties	17,006	0.36	15,861	0.4	1,145	7.22
<b>Total Revenues</b>	<b>4,752,900</b>		<b>3,931,508</b>		<b>821,392</b>	<b>20.89</b>
<b>Expenses</b>						
Salaries and benefits – Board of Commissioners and Board of Directors compensation	29,006	0.89	22,237	0.8	6,769	30.44
Financial charges	159,003	4.87	101,366	3.42	57,637	56.86
General and Administrative Expenses	7,224	0.22	5,727	0.2	1,497	26.14
Total Expenses associated with Related Parties	195,233	5.99	129,330	4.36	65,903	50.96
<b>Total Expenses</b>	<b>3,261,674</b>		<b>2,967,514</b>		<b>294,160</b>	<b>9.91</b>

## Compliance with Regulations and Relevant Provisions

The aforementioned affiliated/related transactions constitute routine, recurring, and/or ongoing business activities. These transactions are conducted through a mechanism of fair transaction review and compliance with applicable regulations. In the year 2023, there were no affiliated/related transactions or conflicts of interest transactions resulting from the execution of affiliated and/or conflicts of interest transactions that required approval from independent shareholders.

## Board of Directors Statement on Compliance with Adequate Procedures and Common Business Practices

The Board of Directors affirms that all affiliated/related transactions of the Company have undergone adequate procedures to ensure that affiliated transactions are conducted in accordance with common business practices and adhere to the arms-length principle.



## Role of the Board of Commissioners and Audit Committee in Ensuring Transactions are Conducted in Accordance with Common Business Practices, including Compliance with the Arms-Length Principle

The Board of Commissioners and Audit Committee have reviewed and approved all affiliated/related transactions conducted by the Company, ensuring that these transactions have undergone adequate procedures, are conducted in line with common business practices, and comply with the arms-length principle.

### Balance and Realization of Related Party Transactions in 2023

In million Rupiah

Balance of Related Parties	2023		2022		Increase (Decrease)	
	Rp	%	Rp	%	Rp	%
<b>Assets</b>						
Cash and cash equivalents – cash in banks	782,451	2.63	761,281	3.21	21,170	2.78
Time deposits	50,000	0.17	50,000	0.21	0	0.00
Consumer Financing Receivables	11,542	0.04	7,846	0.03	3,696	47.11
Other receivables	547,683	1.84	499,942	2.11	47,741	9.55
Prepaid rent	902	0.00	251	0	651	259.36
Total Assets associated with Related Parties	1,392,378	4.68	1,319,320	5.56	73,058	5.54
<b>Total Assets</b>	<b>29,727,392</b>		<b>23,728,966</b>		<b>5,998,426</b>	<b>25.28</b>
<b>Liabilities</b>						
Other Payables	56,805	0.22	100,736	0.49	(43,931)	(43.61)
Accrued Expenses	4,472	0.02	3,535	0.02	937	26.51
Loans	2,891,252	11.25	1,944,839	9.42	946,413	48.66
Securities Issued	693,000	2.70	468,500	2.27	224,500	47.92
Total Liabilities associated with Related Parties	3,645,529	14.19	2,517,610	12.20	1,127,919	44.80
<b>Total Liabilities</b>	<b>25,697,732</b>		<b>20,636,141</b>		<b>5,061,591</b>	<b>24.53</b>
<b>Revenues</b>						
Consumer Financing	807	0.02	767	0.02	40	5.22
Deposit in Bank	16,191	0.34	14,530	0.4	1,661	11.43
Others	8	0.00	564	0	(556)	(98.58)
Total Revenue associated with Related Parties	17,006	0.36	15,861	0.4	1,145	7.22
<b>Total Revenues</b>	<b>4,752,900</b>		<b>3,931,508</b>		<b>821,392</b>	<b>20.89</b>
<b>Expenses</b>						
Salaries and benefits – Board of Commissioners and Board of Directors compensation	29,006	0.89	22,237	0.8	6,769	30.44
Financial charges	159,003	4.87	101,366	3.42	57,637	56.86
General and Administrative Expenses	7,224	0.22	5,727	0.2	1,497	26.14
Total Expenses associated with Related Parties	195,233	5.99	129,330	4.36	65,903	50.96
<b>Total Expenses</b>	<b>3,261,674</b>		<b>2,967,514</b>		<b>294,160</b>	<b>9.91</b>

### Reference to Related Party Transactions in the Financial Statements

Information regarding transactions with related parties is available in the audited financial statements for the year 2023, which are included in this Annual Report.

## Financial Information Containing Extraordinary and Rare Events

In 2023, there were no extraordinary or rare events or transactions.

## Spot and Derivative Transactions

In 2023, there were no spot or derivative transactions or events.

## Changes in Laws and Regulation Affecting the Company in the Last Fiscal Year

No	Regulation	Penjelasan	Pengaruh Terhadap perusahaan
1	Law No. 27 of 2022	Regulations governing provisions on Personal Data Protection (PDP).	As the Controller of Personal Data, the Company has an obligation to comply with the Personal Data Protection Law.
2	Law No. 4 of 2023	Regulations governing the development and strengthening of the financial sector	The Company will ensure that its business activities also comply with the provisions contained in this Law.
3	Financial Services Authority Regulation No. 8 of 2023	Regulations governing the implementation of Anti-Money Laundering (AML) programs, Counter Financing of Terrorism (CFT), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (FPWMD) in the financial services sector.	The Company is obliged to implement Anti-Money Laundering, Counter Financing of Terrorism, and Prevention of Financing of Proliferation of Weapons of Mass Destruction programs by aligning with the company's internal regulations.
4	Financial Services Authority Regulation No. 3 of 2023	Regulations governing the enhancement of financial literacy and inclusion in the financial services sector for consumers and the public.	The Company is required to implement measures related to the implementation of financial literacy and inclusion as stipulated in the POJK.
5	Financial Services Authority Regulation No. 22 of 2023	Regulations governing consumer and public protection in the financial services sector	The Company is required to implement consumer protection measures by adapting to internal regulations.
6	Financial Services Authority Regulation No. 9 of 2023	Regulations governing the use of public accounting services and public accounting firms in financial services activities.	The Company is required to comply with the regulations regarding the use of public accounting services and public accounting firms as stipulated in the POJK.
7	Financial Services Authority Circular Letter No. 18/SEOJK.03/2023	Regulations governing the procedures for using the services of public accountants and public accounting firms in financial services activities.	The Company is required to comply with the regulations regarding the use of public accounting services and public accounting firms as stipulated in the POJK.
8	Financial Services Authority Circular Letter No. 20/SEOJK.06/2023	Regulations governing the application for licensing, approvals, and electronic reporting for financing companies and sharia financing companies.	The Company is required to comply with the provisions based on the SEOJK, such as submitting licensing applications, obtaining approvals, and electronically reporting in accordance with the regulations stipulated.

## Changes in Accounting Policies Applied by the Company in The Last Fiscal Year

In 2023, the Company adopted accounting standards considered relevant but not significantly affecting revenue and profitability as follows:

1. Amendment to PSAK 1: Presentation of Financial Statements on Accounting Policy Disclosures
2. Amendment to PSAK 16: Property, Plant, and Equipment – Pre-usage earnings intensification
3. Amendment to PSAK 25: Accounting Policies, Changes in Accounting Estimates, and Correction of Errors related to Accounting Estimate Definitions
4. Amendment to PSAK 46: Income Taxes on deferred taxes related to assets and liabilities arising from derivative transactions

## Business Continuity Information

Throughout 2023, there were several factors that potentially impacted the sustainability of the Multifinance Industry in Indonesia, including the increase in the BI rate and the decline in the growth of new car sales. In Q4 2023, Bank Indonesia raised the benchmark interest rate (BI rate) by 25 bps from 5.75% to 6.00% as a measure to control inflation. However, the increase in the BI rate had a significant impact on the rise in market interest rates, leading to an increase in borrowing costs for the Financing Industry, resulting in adjustments to the interest rates charged to customers. On the other hand, the achievement of new car sales in 2023 experienced a growth slowdown of -1.53%, with total sales reaching 998 thousand units, lower than the achievement in 2022 of 1,014 thousand units.

Although both factors affected the Financing Industry overall, the Company's business continuity remains in good condition. This is reflected in the total disbursement of new financing, which grew by 17.75%, and new financing for cars, which grew by 22.63%. From the automotive market perspective, the number of new car units financed by the company also grew by 7.13% compared to 2022.

### Business Prospects

By the end of 2023, the Multifinance business experienced double-digit growth. Based on APPI data as of December 2023, the Financing Industry recorded a total of Rp530.82 trillion in new financing, representing a growth of 16.45% (YoY) compared to Rp456 trillion in 2022. This growth was supported by a 12.23% increase in car financing, a 10.83% increase in heavy machinery/equipment financing, and a 24.15% increase in financing for other types of assets (motorcycles, electronics, and other portfolios).

The International Monetary Fund (IMF) projects that Indonesia's economic growth will remain steady at 5% until 2027, accompanied by a decrease in inflation to 2.3% by 2027. This projection is in line with Bank Indonesia's forecast, where economic growth could reach 4.7-5.5% in 2024 and increase to 4.8-5.6% in 2025. Inflation will remain controlled within the target range of 2.5±1% in 2024 and 2025.

The Financial Services Authority (OJK) projects that the growth rate of the Financing Industry could reach a minimum average of 8% in the period of 2024-2027, provided that Indonesia's real GDP growth is 5.5% and inflation rate is 1.5-3.5%. Assuming no influence from Covid-19, automotive and heavy equipment financing will grow by around 5% per year, while the growth rate of other business sectors will average 17% per year over the next 5 years.

In leveraging opportunities and business prospects in the next 5 years, the Company has developed a long-term strategic plan for the period of 2023-2027 with the theme 'Strengthening Leading Position through Synergy & Sustainable Business Growth'. In addition to focusing on new financing for cars, heavy equipment, and multifunctional purposes, the Company also supports OJK initiatives related to Green Financing by channeling new financing for electric vehicles, SMEs, and other green financing-based financing.

## Corporate Soundness Level

MTF Soundness Level (TKS) in 2023 can be seen in the Table below.

No.	Rating Factor	Rating
1	Good Corporate Governance	1
2	Risk Profile	1
3	Rentability	2
4	Capital	1
Company Soundness Level Rank		PK-1
Company Soundness Level		Very Healthy

Soundness Level Criteria (TKS) for Financing Companies on OJK Circular Letter No. 11/SEOJK.05/2020

Composite Rating	Description
PK-1	"Very Healthy"
PK-2	"Healthy"
PK-3	"Fairly Healthy"
PK-4	"Less Healthy"
PK-5	"Not Healthy"

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# 05

## Good Corporate Governance





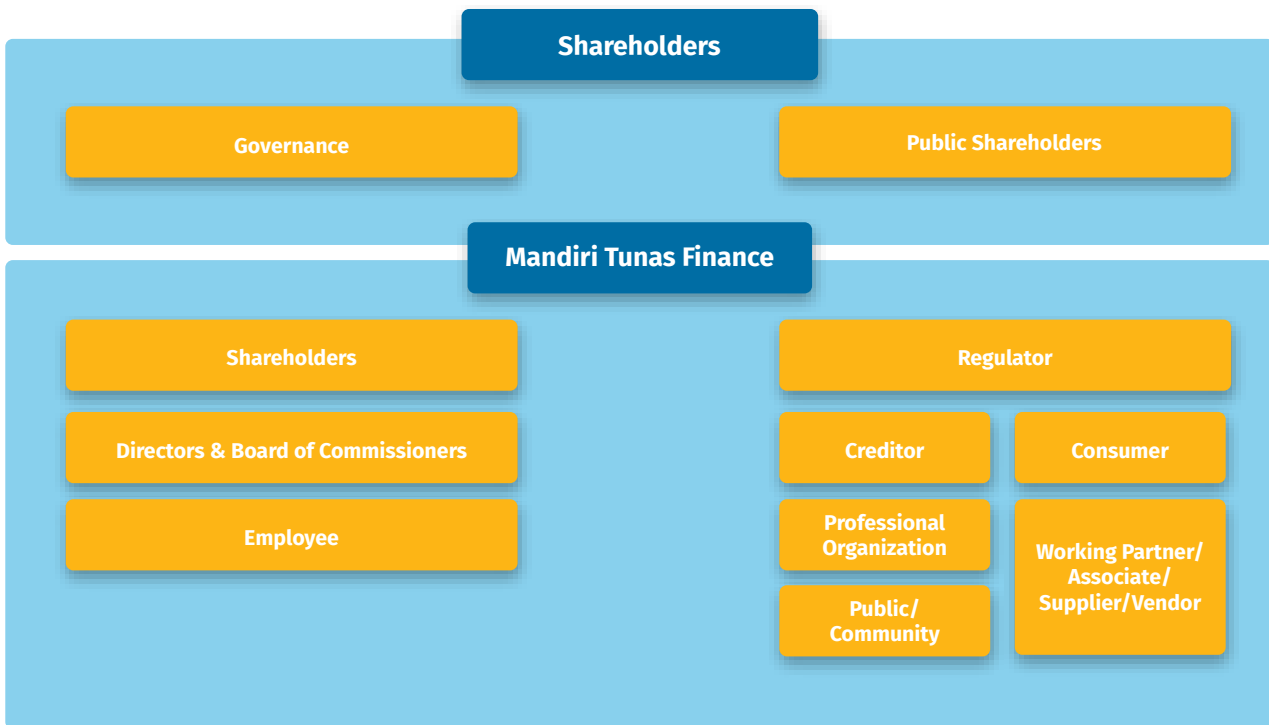
# Implementation Commitment of Good Corporate Governance

PT Mandiri Tunas Finance (“MTF,” “the Company”) recognizes the importance of implementing good corporate governance (GCG) principles in every business activity as a foundation for achieving the Company’s vision and mission sustainably. Therefore, the Company continually enhances the quality of implementing GCG structures and processes at every level of the organization to ensure business sustainability and deliver better GCG outcomes, adding value to shareholders and stakeholders.

In practice, the implementation of GCG principles, among others, is carried out through the Corporate Culture that is inherent in all organs of the Company in carrying out activities. In addition, the Company also manifests this through services with integrity and professionalism. In addition, the Company always update its implementation standards in line with developments in laws and regulations applicable to MTF’s business activities as well as with developments in the industry.

Within the framework of GCG implementation, the Company has mapped stakeholders that are relevant to MTF, as is presented through the following schematic:

**Mandiri Tunas Finance Relationship with Shareholders and Stakeholders**



## Basis and Commitment to GCG Implementation

The Company emphasizes the adoption of best practices in implementing corporate governance (GCG) that are applicable to the industry, along with the latest developments. It consistently sets high standards for Good Corporate Governance within the Company, including following the general guidelines of GCG in Indonesia issued by the National Committee on Governance Policy (KNKG) and the corporate governance roadmap in Indonesia issued by the Financial Services Authority (OJK). The implementation of Good Corporate Governance is also implemented based on OJK Regulation No. 29/POJK.05/2020 concerning Amendments to Financial Services Authority Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies (“POJK Governance”) and Financial Services Authority Circular Letter (SEOJK) No. 15/SEOJK.05/2016 concerning Report on the Implementation of Good Corporate Governance for Financing Companies (“SEOJK Governance”).



One of the Company's commitments to implementing good corporate governance (GCG) principles is consistently refreshing employees' understanding of GCG principles in their daily business activities through regular awareness campaigns.

## Objectives of GCG Implementation

The Company aims of implementing GCG principles refers to POJK Governance, namely:

1. Optimizing the Company's value for the Stakeholders, especially Debtors, Creditors, and/or other Stakeholders;
2. Improving the Company management in a professional, effective and efficient manner;
3. Improving the compliance of the Company Organs and the SSB as well as the ranks under them, to ensure that decision-making process and carrying out actions are based on high ethics, compliance with laws and regulations, and awareness of the Company's social responsibility towards Stakeholders, as well as environmental sustainability;
4. Creating a healthier, more reliable, trustworthy, and competitive Company that complies with the consumer protection principles;
5. Increasing the Company's contribution to the national economy.

## GCG Principles

In order to achieve its vision and fulfill its mission, the Company is committed to adhering to the five fundamental principles of Good Corporate Governance (GCG) as regulated in POJK Governance, which are as follows:

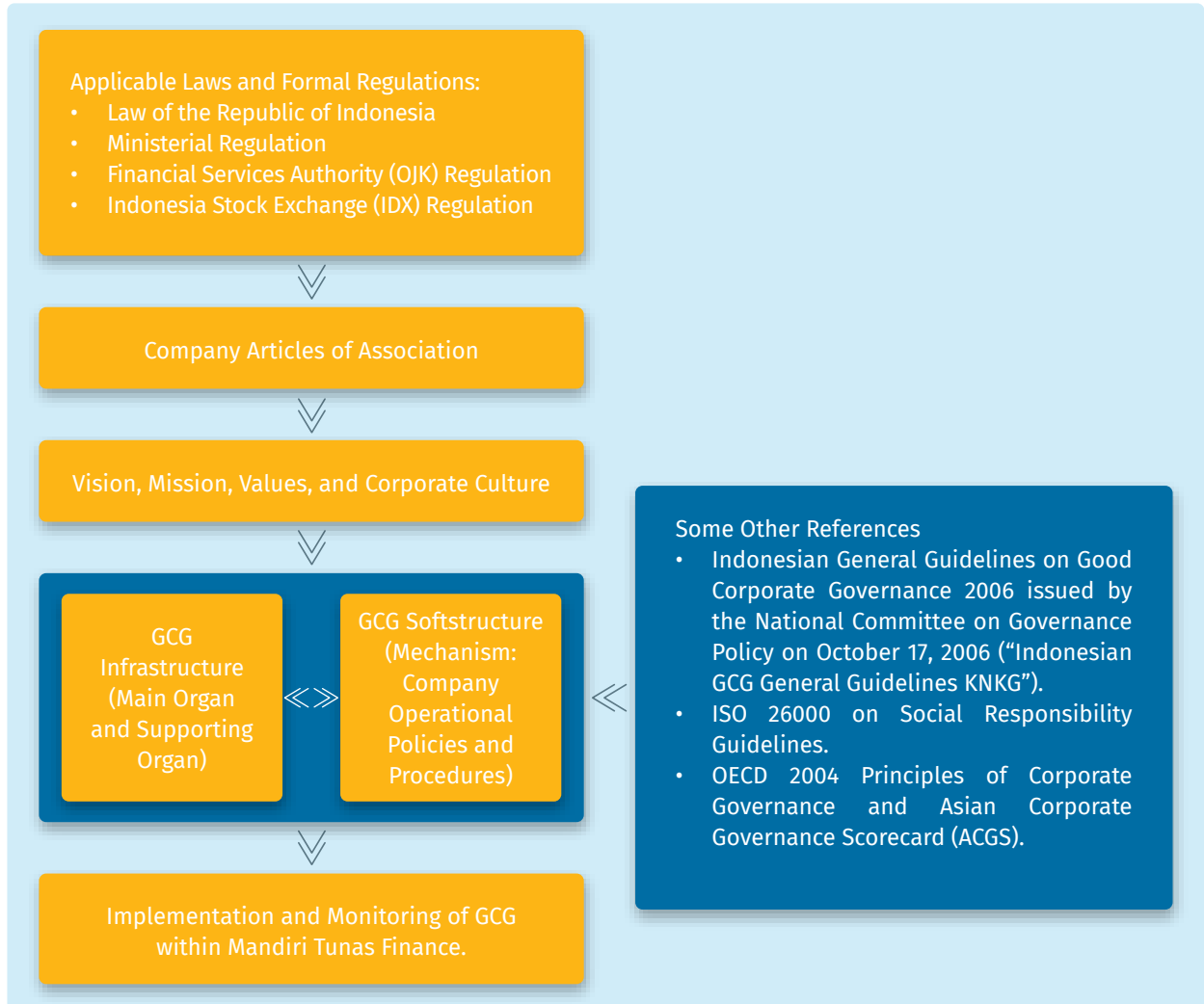
1. Transparency
2. Accountability
3. Responsibility
4. Independence
5. Fairness

The following is the description of the basic principles above and general application within the Company:

Basic Principle	Description According to POJK No. 29/POJK.05/2020	Application within Mandiri Tunas Finance
<i>Transparency</i>	Transparency in the decision making process as well as in the disclosure and provision of relevant information regarding the Company, which is easily accessible by Stakeholders in accordance with laws and regulations in the financing sector, as well as standards, principles, and practices for the implementation of a sound financing business	The Company considers the transparency principle as openness in disclosing relevant material information in an accurate and timely manner. The Company discloses such material information not only to the shareholders but also to the entire stakeholders. Therefore, it is expected that shareholders and stakeholders are able to find out business development of the Company earlier. The implementation of this principle is realized by the Company through the following: <ul style="list-style-type: none"> <li>• Penyusunan dan penerbitan Laporan Tahunan yang tersedia di halaman website Perusahaan.</li> <li>• Penyusunan dan penjelasan rencana bisnis Perseroan</li> <li>• Laporan keuangan berkala yang meliputi laporan keuangan triwulan dan tahunan.</li> <li>• Tersedianya laporan keterbukaan informasi terkait kegiatan usaha Perseroan.</li> <li>• Segala informasi dan data terkait perusahaan yang telah di sediakan pada situs web Perseroan untuk pemegang saham dan seluruh pemangku kepentingan.</li> </ul>
<i>Accountability</i>	Clarity of functions and implementation of corporate organ responsibilities to ensure that the Company performance can run in a transparent, fair, effective, and efficient manner.	The accountability principle is implemented by the Company by establishing clear functions, structures, systems, and responsibilities for each organ in the Company, allowing the management of the Company to be run effectively. Through the implementation of the accountability principle, there is clarity of functions, rights, obligations, authorities, and responsibilities among Employees, Board of Directors, Board of Commissioners, and Shareholders as well as in every part of the Company.

Basic Principle	Description According to POJK No. 29/POJK.05/2020	Application within Mandiri Tunas Finance
<i>Responsibility</i>	Conformity of the Company management with the laws and regulations in the financing sector and ethical values as well as standards, principles, and practices for the implementation of a sound financing business.	<p>The Company defines the responsibility principle as compliance with both operational procedures as well as applicable laws and regulations in every business activity carried out. Responsibility is also followed by the commitment to performing business activities based on good ethical standards. Moreover, the supervision carried out by the Board of Commissioners is further enhanced on the Company management by the Board of Directors so that it can run effectively, accompanied by demands for achieving targets against the Board of Directors. This principle is applied by the Company through the following:</p> <ul style="list-style-type: none"> <li>• Compliance with the provisions of the Company's articles of association and applicable laws and regulations.</li> <li>• Implementation of tax obligations in a proper and timely manner.</li> <li>• Implementation of CSR programs and activities.</li> <li>• Implementation of information disclosure obligations according to regulations.</li> </ul>
<i>Independency</i>	The Company condition that is managed independently and professionally, as well as free from conflicts of interest and influence or pressure from any party that is not in accordance with the laws and regulations in the financing sector and ethical values as well as standards, principles, and practices for the implementation of a sound financing business.	<p>The Company defines independence as conducting the duties, obligations and authorities of each of the Company's organs without interference from other Company organs or other parties that are not in accordance with the applicable laws and regulations. Independence is manifested through, among others, by mutual respect for the roles and functions of each of Company's organs and the decisions of the Company management through the Company's Board of Directors decisions. The independence principle is highly needed, especially in the decision-making process or management policies that must be carried out objectively and place the interests of the Company as a top priority. The implementation of this principle is applied by the Company through the following:</p> <ul style="list-style-type: none"> <li>• Mutual respect for the rights, obligations, duties, authorities, and responsibilities among the Company's organs.</li> <li>• Shareholders and the Board of Commissioners do not intervene in the Company management.</li> <li>• The Board of Commissioners, Board of Directors, and all employees always avoid conflicts of interest in making decisions.</li> <li>• Company activities with conflicts of interest are required to obtain prior approval from independent shareholders or their authorized representatives at the GMS as stipulated, and comply with regulations regarding conflicts of interests.</li> </ul>
<i>Fairness</i>	Equality, balance, and fairness in fulfilling the stakeholders' rights that arise based on agreements, laws and regulations, and ethical values as well as standards, principles, and practices for the implementation of a sound financing business	<p>The Company defines fairness or equality as equal treatment of all interested parties according to the applicable laws and regulations. In practice, among others, the Company always maintains good relations with employees and avoids discriminatory practices and respects their rights, including avoiding employee discrimination related to ethnic, religious, racial, or gender backgrounds. This principle is applied by the Company through the following policies:</p> <ul style="list-style-type: none"> <li>• Shareholders have the right to attend and vote in the GMS in accordance with applicable regulations.</li> <li>• The Company reports information regarding partners to stakeholders in a fair and transparent manner.</li> <li>• The Company provides good and safe working conditions for the entire employees following the Company's capabilities and applicable laws and regulations, as well as periodic performance assessment and equal promotion opportunities for all employees.</li> </ul>

### Governance Structure and Process/ Mechanism



## Corporate Governance Structure and Mechanism

Good Corporate Governance (GCG) is both a system and a structure designed to instill confidence in all stakeholders that the Company is managed and controlled to protect their interests in line with regulations and principles.

### Governance Structure

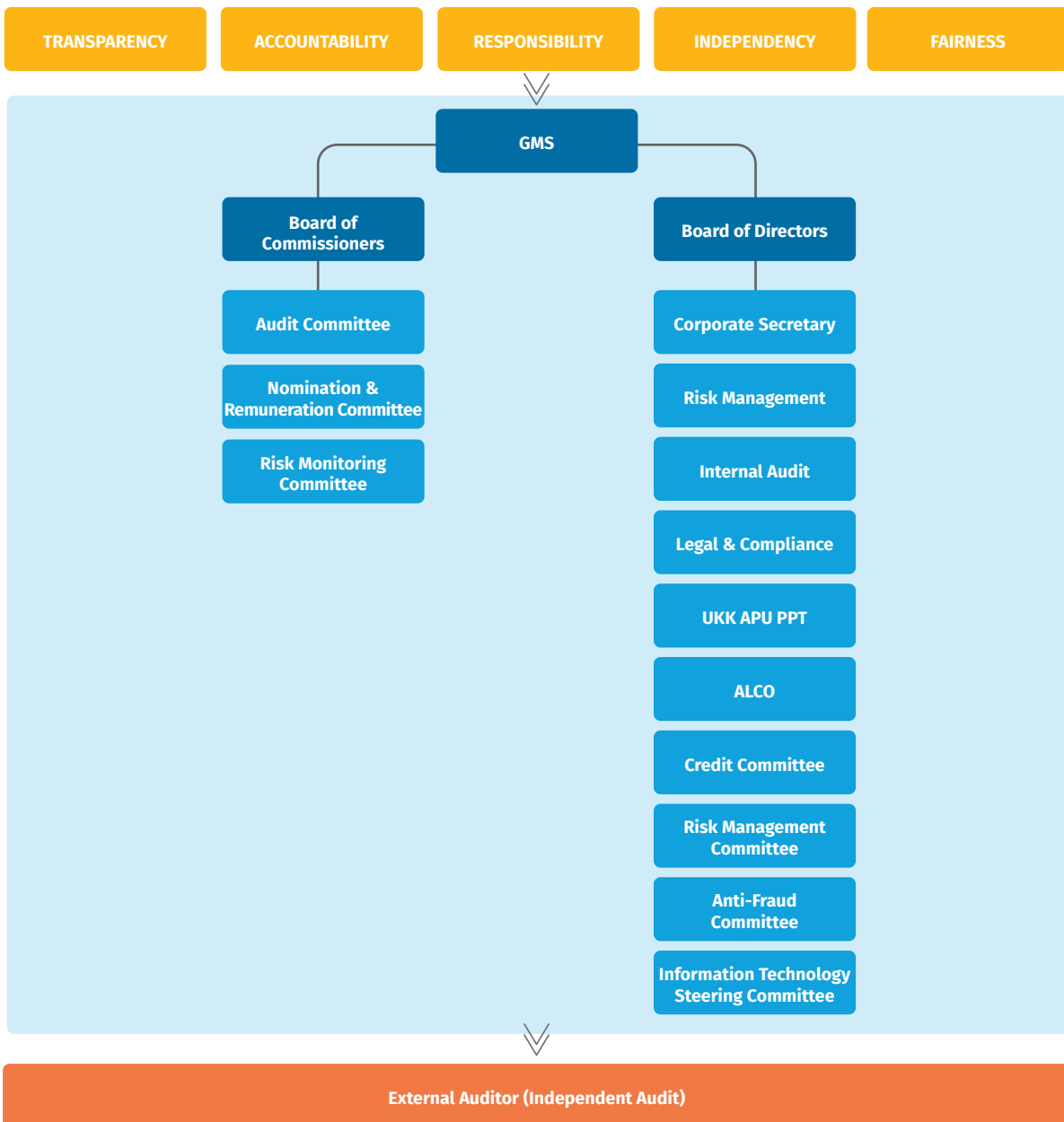
The structure of Good Corporate Governance (GCG), as regulated by Law No. 40 of 2007, is depicted in the main organs of the company:

- General Meeting of Shareholders (RUPS)  
This is the Company’s organ with authority not delegated to the Board of Directors or the Board of Commissioners within the limits stipulated in the Limited Liability Company Law No. 40 of 2007 and/or the Articles of Association.
- Board of Commissioners  
This is the Company’s organ responsible for general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors.

- **Board of Directors**  
This is the Company's organ authorized and fully responsible for managing the Company for the benefit of the Company, in line with the purposes and objectives of the Company, and representing the Company both within and outside the court as stipulated in the Articles of Association.

In addition to the Company's main organs, MTF also has supporting organs that assist the Board of Commissioners and Directors in overseeing and running the Company's operational activities to achieve the vision and mission. The organ structure is incorporated in the Good Corporate Governance structure at Mandiri Tunas Finance as follows as follows:

**Corporate Governance Structure of Mandiri Tunas Finance**



The success of implementing GCG within the Company relies heavily on the relationships among the Company's organs. Based on the applicable laws and regulations, the roles and authorities of the General Meeting of Shareholders (RUPS), the Board of Directors, and the Board of Commissioners have been clearly delineated. These three organs of the Company always interact based on the principles of collaboration and mutual respect, recognizing and respecting each other's functions and roles, aided by supporting bodies and acting in the best interests of the Company. Every decision and action taken is grounded in good faith, moral values, and compliance with laws and regulations, as well as the Company's policies. The Company is conscious of its social responsibility to stakeholders and environmental sustainability in the surrounding areas.

### Corporate Governance Mechanism

The GCG mechanism consists of various regulations and policies that regulate the scope of responsibility of the GCG organs and the working relationship between the GCG organs, including with both internal and external stakeholders. The Company has established a GCG mechanism, including the Articles of Association and Good Corporate Governance Guidelines, that has been ratified. The Company continues to make improvements to its GCG policies (soft-structured GCG) to ensure that they align with the needs of business processes and the provisions for GCG implementation for the Company. In addition to the GCG guidelines, the Company also drafted the Code of Conduct, Board Manual, Gratuity Control Guidelines, Whistle Blowing System Guidelines, Audit Committee Charter, Internal Audit Charter, and various policies and procedures to support GCG implementation. All of these policies and procedures aim to encourage the Company to be able to make checks and balances in every business activity based on the applicable GCG principles.

Policy and Procedure	Establishment
Articles of Association	Deed No. 38 dated 23 December 2022, made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta.
Good Corporate Governance Guidelines	Stipulated by Decree No. 03, effective since 1 April 2016, and has been approved by the Board of Directors
Board Manual (Board of Commissioners and Board of Directors Handbook)	Stipulated on 27 August 2015, which has been signed by the Board of Commissioners
Code of Conduct/CoC	Stipulated on 11 March 2013
Audit Committee Charter	Updated and ratified on 30 July 2020, as well as signed by all members of the Board of Commissioners and Audit Committee.
Nomination & Remuneration Committee Charter	Stipulated on 4 August 2015, which has been signed by the Board of Commissioners
Risk Monitoring Committee Charter	Stipulated on 24 November 2016, which has been signed by all members of the Risk Monitoring Committee and the Board of Commissioners
Internal Audit Charter	Updated and ratified by the Board of Directors and approved by the Board of Commissioners on 30 November 2020.
Corporate Secretary Charter	Stipulated through SOP No. 03/PGN/06/2016 which was issued on 23 December 2016, and revised on 14 December 2018, which has been approved by the Board of Directors.
Internal Control System Guidelines	Stipulated through SOP No. 03/PGN/01/2016 and effective since 28 December 2016, which has been approved by the Board of Directors.
Risk Management Guidelines	Determined through SOP No. 03/PGN/07/2016, which was issued on 27 December 2016 and revised on 11 November 2019, which has been approved by the Board of Directors.
Procurement of Goods and Services Guidelines	Ratified through SOP No. 02/PGA/01/2017, effective since 1 June 2017 and approved by the Board of Directors, revised on 11 November 2019 and approved by the Board of Directors.
Gratuity Control Guidelines	Ratified through SOP No. 03/PGN/10/2018, effective since 17 September 2018 and revised on 15 November 2019 and 1 September 2020, which has been approved by the Board of Directors.

## Good Corporate Governance Socialization and Internalization

As a manifestation of the Company's commitment to consistently adhere to business activities and operational implementations in accordance with the principles of Good Corporate Governance (GCG), the Company ensures provision of socialization sessions on GCG for both new and existing employees. Throughout the year 2023, the Company conducted 5 (five) GCG socialization sessions, outlined as follows:

No	Tanggal	Material of Training	Division/Regional/HC Program	Branch/HC Program Name
1	March 6, 2023	Good Corporate Governance	Employee Development	Management Trainee (MT) Batch 15
2	April 10-14, 2023	Good Corporate Governance	Employee Development	Supervisor Development Program (SDP) Batch 17
3	August 3-9, 2023	Good Corporate Governance	Employee Development	Supervisor Development Program (SDP) Batch 18
4	August 3-9, 2023	Good Corporate Governance	Employee Development	Supervisor Development Program (SDP) Batch 19
5	August 11, 2023	Good Corporate Governance	Employee Development	Management Trainee (MT) Batch 16

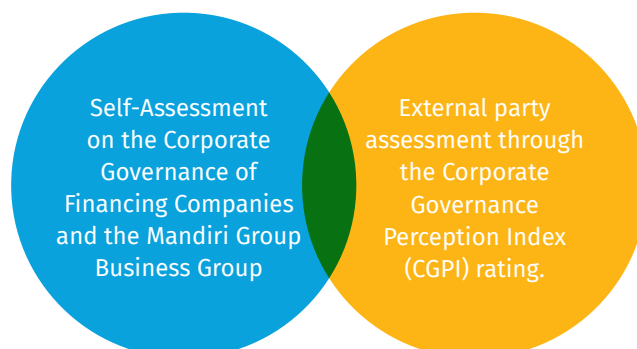
## Development of Good Corporate Governance Implementation and Appreciation In 2023

In 2023, the Company was honored with the Trusted Companies 2023 award at the Corporate Governance Perception Index (CGPI) Awards ceremony. CGPI is a research and ranking program assessing the implementation of GCG practices in companies through surveys generating the Corporate Governance Perception Index (CGPI) score. The CGPI Awards are organized by The Indonesian Institute for Corporate Governance (IICG) in collaboration with SWA Magazine, and participation includes companies from listed entities, State-Owned Enterprises (SOEs), Regional-Owned Enterprises (ROEs), Banking, Islamic Banking, and Non-Bank Financial Institutions (IKNBs).

## Assessment: Evaluation, Monitoring, and Improving The Implementation of Good Corporate Governance

Periodically, the Company conducts an assessment of the implementation of Good Corporate Governance (GCG) (GCG Assessment) to measure the level of compliance with GCG in the Company, in accordance with applicable regulations and laws. The evaluation of GCG principles aims to measure the effectiveness of the implemented GCG as a basis for making improvements to all GCG implementation policies within the Company's scope. The assessment is conducted through 2 (two) methods, namely Self-Assessment of Governance of Finance Companies and Mandiri Group Businesses, as well as external party assessment through Corporate Governance Perception Index (CGPI) rating.

The Method of GCG Implementation Assessment in the MTF Scope consists of 2, namely:



## Self-Assessment on the Corporate Governance of Financing Companies and the Mandiri Group Business Group

The main GCG implementation assessment carried out by the Company is periodic assessments using the Self-Assessment approach, which refers to 2 (two) characteristics of the Company's entities, namely as a finance company that complies with OJK regulations, and as part of the Mandiri Group, which is bound by a Financial Conglomerate.

### The Basis and Assessment Method

The GCG assessment through the Self-Assessment approach refers to 2 (two) provisions, namely:

1. POJK No. 29/POJK.05/2020 on Amendments to OJK Regulation No. 30/ POJK.05/2014 on Good Corporate Governance for Financing Companies and SEOJK No. 15/SEOJK.05/2016 on Report on the Implementation of Good Corporate Governance for Financing Companies.

With detailed discussion as follows:

- a. Implementation of duties and responsibilities of the Board of Directors, Board of Commissioners and Sharia Supervisory Board;
- b. Completeness and implementation of duties of committees and work units performing internal control functions;
- c. Handling of Conflicts of Interest;
- d. Implementation of compliance, internal audit, and external audit functions;
- e. Implementation of risk management and systems internal control;
- f. Implementation of remuneration policies;
- g. Transparency of financial and non-financial conditions;
- h. Business plans as work plans and annual budgets as well as Long-term plans;
- i. Disclosure of share ownership of members of the Board of Directors and the Board of Commissioners that reaches 50% or more;
- j. Financial and family relationship of the Board of Directors;
- k. Financial and family relationship of the Board of Commissioners;
- l. Disclosure of other important matters to the OJK.

2. POJK No. 18/POJK.03/2014 and SEOJK No. 15/SEOJK.03/2015 on Implementation of Integrated Governance for Financial Conglomerates.

With detailed discussion as follows:

- a. Requirements for prospective members of the Board of Directors and Board of Commissioners;
- b. Requirements for prospective members of the Sharia Supervisory Board;
- c. Structure of the Board of Directors and Board of Commissioners;
- d. Structure of the Sharia Supervisory Board;
- e. Action independency of the Board of Commissioners;
- f. Implementation of FSI management functions by the Board of Directors;
- g. Implementation of the supervisory function by the Board of Commissioners;
- h. Implementation of the supervisory function by the Sharia Supervisory Board;
- i. Implementation of the compliance function, internal audit function, and implementation of external audit;
- j. Implementation of risk management functions;
- k. Remuneration policy; and
- l. Management of conflicts of interest.

The Company carries out the assessment of Good Corporate Governance implementation internally, in which the assessment is conducted independently to ensure that the assessment outcome reflects the actual condition.

### GCG Implementation Assessment for the 2022 and 2023 Fiscal Year

Criteria	2023	2022
Type of Assessment	Self Assessment	Self Assessment
Assessor	Internal of the Company	Internal of the Company
Implementation Period	January 1, 2023 to December 31, 2023	January 1, 2022 to December 31, 2022
Year	2023 Fiscal Year	2022 Fiscal Year

**Details of the Company's GCG Implementation Self-Assessment Outcome for the 2022-2023 Fiscal Year**

No.	Aspect	2023		2022	
		Semester 1	Semester 2	Semester 1	Semester 2
1	Board of Directors	1.33	1.33	1.44	1.22
2	Board of Commissioners	1.70	1.40	1.50	1.30
3	Sharia Supervisory Board	N/A	N/A	N/A	N/A
4	Integrated Governance Committee	1.00	1.00	1.00	1.00
5	Compliance Unit (T)	1.50	1.50	1.75	1.50
6	Internal Audit Unit (T)	1.00	1.00	1.33	1.33
7	Implementation of Risk Management (T)	1.40	1.40	1.40	1.40
8	Integrated Governance Guidelines (T)	1.33	1.33	1.33	1.33
9	Conflicts of Interest	1.00	1.00	1.00	1.00
10	Remuneration Policy	1.00	1.00	1.00	1.00
<b>Final Score</b>		<b>1.25</b>	<b>1.22</b>	<b>1.31</b>	<b>1.23</b>

**Self-Assessment Result of Integrated Governance Implementation for 2022-2023 Fiscal Year**

Year	Ranking / Score	Ranking Definition
2023	1	The Financial Conglomerate has implemented Integrated Governance, which is generally very good. This is reflected in adherence to the principle of Integrated Governance implementation. In case there are weaknesses in the Integrated Governance implementation, these weaknesses, in general, are less significant and can be immediately corrected by the Main Entity and/or FIS.
2022	1	The Financial Conglomerate has implemented Integrated Governance, which is generally very good. This is reflected in adherence to the principle of Integrated Governance implementation. In case there are weaknesses in the Integrated Governance implementation, these weaknesses, in general, are less significant and can be immediately corrected by the Main Entity and/or FIS.

**Follow-up on GCG Implementation Assessment Outcome for 2022 Fiscal Year**

The Company's commitment to improving GCG implementation is by following up on recommendations in the GCG assessment. Follow-ups from the results of the 2022 GCG implementation assessment are as follows:

1. Refinement and updating of Standard Operating Procedures (SOPs) for Procurement, Fleet Financing, Human Capital (HC) Training, HC Deputy Officer, Control Policies, Compliance SOPs, APU PPT & PPPSPM SOPs, Vehicle Insurance SOPs, Retail Financing SOPs, Finance SOPs, Cash & Bank SOPs, Treasury SP, Policy Setting SOPs, Procedures & Correspondence, Information & Technology SOPs, and Corporate Communication SOPs.
2. To support business processes and enhance company integrity, planning for the implementation of anti-bribery measures through ISO 37001 Anti-Bribery Management System (ABMS) certification was carried out in 2023.
3. The Company also fulfilled the requirements for the SMART Anti-Money Laundering (AML) system to identify and analyze transactions and debtor profiles as part of regulatory reporting compliance and to implement POJK No. 8 of 2023 on the Implementation of Anti-Money Laundering Programs, Terrorism Financing Prevention, and Prevention of Proliferation Financing of Weapons of Mass Destruction in the Financial Services Sector.



## Assessment by External Party - Corporate Governance Perception Index (CGPI)

The Company regularly participates in the annual Corporate Governance Perception Index (CGPI) survey held by the Indonesian Institute for Corporate Governance (IICG), which generates ratings and various recommendations for GCG implementation within the Company.

### Basis and Method of Assessment

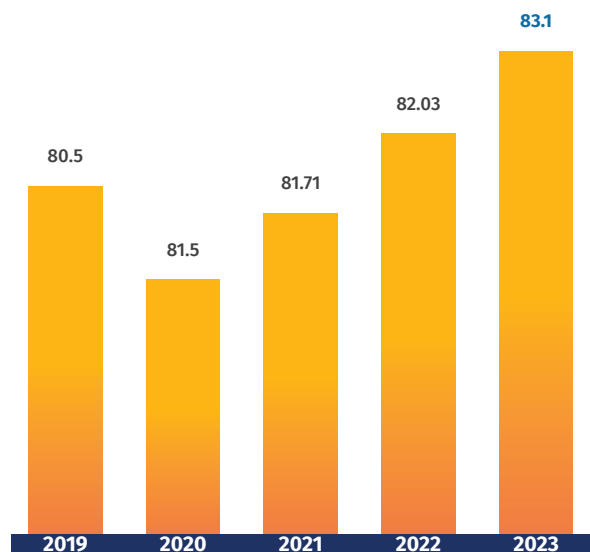
CGPI develops an assessment method and aspects that consists of 2 (two) stages, namely the analysis and observation stages. The analysis stage is carried out by filling out a questionnaire (self-assessment) and evaluating the documents of the participating companies, followed by the observation stage through executive exposure and discussions with the participating company organs. CGPI assessment aspects include the governance structure, governance process, and governance outcome.

CGPI assessment uses mandatory reference for GCG implementation and generally accepted best practices as well as an approach through the stakeholders' perspective, where relationships with all stakeholders are increasingly important in maintaining the Company's business continuity in the long-term.

### Assessment Score

Every year, the Company's assessment score continues to improve as a result of the ongoing improvements made by the Company in the implementation of Good Corporate Governance (GCG). The progress of the Company's CGPI assessment score over the past 5 (five) consecutive years can be seen in the chart below.

CGPI Assessment Score 2019-2023



Result of GCG Implementation Assessment 2022-2023

No.	Assessment Aspects & Indicators	2023		2022	
		Weight	Final Score	Weight	Final Score
1	Governance Structure Aspect	33.10	27.70	23.33	22.98
2	Governance Process Aspect	32.81	27.28	31.79	31.41
3	Governance Outcome Aspect	34.09	28.12	28.12	27.64
4	Total CGPI Score & Rating	100.00	83.10	100.00	82.03 (Trusted)

## Follow-up of GCG Implementation 2022

The CGPI assessment score for MTF in 2022 is 82.03, categorizing the Company into the "Reliable" group. This CGPI result reflects a significant achievement, indicating that the Company's organs and all members have been committed and made sincere and consistent efforts in implementing Good Corporate Governance (GCG) and managing the transformation of the company's business model based on GCG principles. This movement is towards creating value for stakeholders.

Based on the GCG assessment results, MTF received several recommendations as areas for improvement in the process of enhancing the quality of GCG implementation within the Company, including:

1. Conceptual Recommendations
  - a. The company is expected to continuously develop skill-building programs consistently and sustainably.
  - b. The Company is expected to develop the concept of agility based on the principles of GCG through corporate business planning, by setting comprehensive and integrated strategic objectives with its policies, programs, and strategic activities.
2. Technical Recommendations
  - a. The Company is expected to design sustainable business agility development initiatives.
  - b. The Company is expected to diligently implement skill-building programs that have been initiated and conduct regular evaluations.
  - c. The Company is expected to adapt the application of corporate governance concepts that have evolved in the global system framework, based on quality system standards (such as ISO).

## Structure of Good Corporate Governance Organs

The structure of the Good Corporate Governance (GCG) organs consists of the General Meeting of Shareholders (RUPS), the Board of Commissioners, and the Board of Directors. The Company adheres to the two-tier system, which includes the Board of Commissioners and the Board of Directors. Each tier has clear authority and responsibilities in accordance with their respective functions as mandated by regulations, laws, and the Articles of Association. The Company also includes several important aspects that play a role in supporting the strengthening of control and management of the Company, consisting of supporting organs, which include the Corporate Secretary, Internal Audit, Risk Management, and several committees and other units under the Board of Directors; up to the Audit Committee, Nomination & Remuneration Committee, and Risk Monitoring Committee, which are under the Board of Commissioners. In addition, there is an independent audit process for financial reports and other reports, which is conducted by external accountants to strengthen control, especially regarding the Company's performance reports. This structure is in accordance with the provisions of regulations in force in Indonesia.

### General Meeting of Shareholders (GMS)

The General Meeting of Shareholders ("GMS") is the Company's organ with authority not delegated to the Board of Commissioners or the Board of Directors within the limits stipulated in the Articles of Association and applicable laws and regulations.

#### Type of GMS

According to the provisions of the Company Law (UUPT) and the Company's Articles of Association, the General Meeting of Shareholders (RUPS) consists of:

1. Annual General Meeting of Shareholders (RUPS Tahunan): This is a routine annual meeting that includes the Annual GMS for the Approval of the Annual Report and Ratification of Financial Statements, as well as the Annual GMS for the Approval of the Work Plan and Company Budget.
2. Extraordinary General Meeting of Shareholders (RUPS Luar Biasa - RUPSLB): This is a meeting held at any time when it is deemed necessary to discuss and make decisions on specific matters that are urgent and significant.

As mentioned in Article 91 of the Company Law, Shareholders can also make decisions outside the GMS ("Circular GMS Decision") that have the same legally binding force as a physical GMS. The Circular GMS Decision has legal validity equivalent to a GMS decision, provided that all shareholders with voting rights approve it in writing by signing the decision.

### The Authority of GMS

The authority of the General Meeting of Shareholders (GMS) includes appointing and dismissing Directors and Commissioners, deciding on the allocation of tasks and management authority among Directors, requesting accountability from the Board of Commissioners and the Board of Directors for the management of the Company, changing the capital, amending the Articles of Association, planning the use of profits, mergers, consolidations, acquisitions, and dissolution of the Company, as well as the establishment of subsidiaries.

### Shareholders of MTF

Shareholders, as capital owners, have rights and responsibilities in accordance with the regulations and articles of association of the Company. The Company's shareholders consist of PT Bank Mandiri (Persero) Tbk with a stake of 51% and PT Tunas Ridean with a stake of 49%.

### Rights and Responsibilities of Shareholders

The Company continues to fulfill and take into account the rights of Shareholders in fairness without differentiating between the Majority or Minority Shareholders. The fairness in fulfilling the rights of all shareholders can be observed from disseminating information at the pre-meeting, during the meeting, and post-meeting of GMS as stipulated in the prevailing regulations. Prior to the implementation of the GMS, the Company will announce the GMS within 14 days at the latest from the determination of the GMS implementation date.

The rights of Shareholders, including:

1. Proposing and approving the appointment and dismissal of the Board of Commissioners and Board of Directors.
2. Approving amendments to the Articles of Association, including the capital change.
3. Approving the merger, consolidation, acquisition, and separation of the Company, request submission for the Company to be declared bankrupt, and dissolution of the Company.
4. Requesting report and explanation on certain matters to the Board of Directors and Board of Commissioners of the Company by taking into account the prevailing regulations in the Capital Market in Indonesia.
5. Each one share provides 1 (one) voting right.
6. Attending and expressing opinions at the GMS.
7. Receiving dividend and residual assets of the liquidity proceeds.
8. Implementing other rights based on applicable laws and regulations.

## The Company's GMS Implementation Mechanism

In terms of the procedure for holding the GMS, the Company refers to Law No. 40 of 2007 on Limited Liability Companies and the Company's Articles of Association, as well as other related regulations.

### Implementation of the General Meeting of Shareholders (GMS) in 2023

Throughout the year 2023, physical or face-to-face RUPS meetings were not held. However, the Company held RUPS meetings twice, namely:

- a. 1 (one) Annual General Meeting of Shareholders held through circular resolution as stated in the Statement of Decisions of the Annual General Meeting of Shareholders for the Fiscal Year 2022 of PT Mandiri Tunas Finance, numbered 137 dated June 28, 2023. The agenda and decisions were as follows:

Agenda	Resolution and Realization
<p>Approval of the Company's Annual Report and the Supervisory Board's Oversight Report, as well as the Ratification of the Company's Financial Statements for the fiscal year ending on December 31, 2022. This includes granting discharge and full settlement (volledig acquit et de charge) of responsibility to all members of the Board of Directors and the Board of Commissioners of the Company in connection with the management and supervision of the Company conducted during the fiscal year ending on December 31, 2022, as long as these activities are reflected in the annual report.</p>	<ol style="list-style-type: none"> <li>1. Approve the Company's Annual Report, including the Supervisory Board's Oversight Report, for the fiscal year ending on December 31, 2022, and authorize the Company's Financial Statements for the fiscal year ending on December 31, 2022, which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro, &amp; Surja (a member firm of Ernst &amp; Young Global Limited), with the opinion "Present fairly, in all material respects," as stated in Report Number 00031/2.1032/AU.1/09/0242-3/1/1/2023 dated January 23, 2023.</li> <li>2. With the approval of the Company's Annual Report, including the Supervisory Board's Oversight Report, for the fiscal year ending on December 31, 2022, and the endorsement of the Company's Financial Statements for the fiscal year ending on December 31, 2022, through this Circular Resolution, it is hereby granted discharge and full settlement (volledig acquit et de charge) of responsibility to all members of the Board of Directors and the Board of Commissioners in connection with the management and supervision of the Company conducted during the fiscal year ending on December 31, 2022, to the extent that such actions are not criminal acts and are reflected in the Annual Report and Financial Statements for the fiscal year ending on December 31, 2022.</li> <li>3. Full discharge and settlement of responsibility (volledig acquit et de charge) are also granted to Mr. Anton Zulkarnain, who has served as a Commissioner of the Company since January 1, 2022.</li> </ol> <p><b>Realization:</b> The Annual Report for the 2022 period was approved on April 6, 2023, by the President Commissioner and the President Director of the Company. The Financial Statements for the period ending on December 31, 2022, were ratified by the Company's Director on January 23, 2023. Both reports have been submitted to the regulatory authorities in accordance with applicable regulations.</p> <p><b>Status:</b> Realized</p>

Agenda	Resolution and Realization
<p>Approval of the Utilization of the Company's Net Profit for the Fiscal Year ending on December 31, 2022.</p>	<ol style="list-style-type: none"> <li>1. Approve and determine the utilization of the Company's Net Profit for the Fiscal Year 2022 amounting to Rp 750.213.273.330 (seven hundred fifty billion two hundred thirteen million two hundred seventy-three thousand three hundred thirty rupiah). With details as follows: <ol style="list-style-type: none"> <li>a. A sum of 30% (thirty percent) of the Company's net profit is designated as dividends, amounting to Rp 225.063.981.999 (two hundred twenty-five billion).</li> <li>b. A sum of 70% (seventy percent) of the Company's net profit is designated as retained earnings, amounting to Rp. 525.149.291.331 (five hundred twenty-five billion one hundred forty-nine million two hundred ninety-one thousand three hundred thirty-one rupiah).</li> </ol> </li> <li>2. Authorize and empower the Company's Board of Directors to determine the procedures for allocating the aforementioned net profit of the Company in accordance with the prevailing laws and regulations.</li> </ol> <p>Realization: The Company has distributed dividends to its shareholders in accordance with the decision of the Annual General Meeting of Shareholders (GMS).</p> <p>Status: Realized</p>
<p>Approval for the Appointment of the Public Accounting Firm and Auditors to audit the Company's Financial Statements for the fiscal year ending on December 31, 2023, and the determination of their fees/ remuneration.</p>	<ol style="list-style-type: none"> <li>1. Appointing the Public Accounting Firm Purwantono, Sungkoro &amp; Surja (a member firm of Ernst &amp; Young Global Limited) and Certified Public Accountant Danil Setiadi Handaja, CPA, to audit the Company's Financial Statements for the fiscal year ending on December 31, 2023.</li> <li>2. Granting authority to the Board of Commissioners of the Company to determine the honorarium and other requirements for the Public Accounting Firm and Public Accountant, as well as appointing substitute Public Accounting Firm and/or Public Accountant in case the Public Accounting Firm Purwantono, Sungkoro &amp; Surja (a member firm of Ernst &amp; Young Global Limited) and/or the Public Accountant Danil Setiadi Handaja, CPA, is unable to complete the audit process of the Company's Financial Statements for the fiscal year ending on December 31, 2023, for any reason.</li> </ol> <p>If a replacement for the Public Accounting Firm and/or Public Accountant is necessary, the Board of Commissioners shall report to the shareholders.</p> <p>Realization: The audited financial statements for the period ending December 31, 2023, have been completed and certified on January 22, 2024, utilizing the services of the Public Accounting Firm Purwantono, Sungkoro &amp; Surja and the Public Accountant Danil Setiadi Handaja, CPA.</p> <p>Status: Realized</p>
<p>Setting bonuses (tantiem) for the members of the Board of Directors and Board of Commissioners of the Company for the fiscal year ending on December 31, 2022, along with determining the salaries for the member of the Board of Directors and honorarium for the members of the Board of Commissioners for the fiscal year 2023, including providing facilities, benefits, and/or other allowances.</p>	<p>To authorize the Board of Commissioners of the Company, subject to prior approval from the majority shareholders and acknowledgment from other controlling shareholders, to determine:</p> <ol style="list-style-type: none"> <li>1. Performance bonuses (tantiem) for the members of the Board of Directors and Board of Commissioners for the fiscal year ending on December 31, 2022; and</li> <li>2. Salaries for the Directors and honorarium for the Board of Commissioners, along with providing facilities, benefits, and/or other allowances for the fiscal year 2023.</li> </ol> <p>Realization: The determination of remuneration for members of the Board of Commissioners and Directors has been established and granted in accordance with the decisions made.</p> <p>Status: Realized</p>

Agenda	Resolution and Realization																											
<p>The Accountability Report on the Utilization of Funds from the Continuous Public Offering of Mandiri Tunas Finance Series V Bonds Stage III in 2022.</p>	<p>Receiving the Accountability Report on the Utilization of Funds from the Continuous Public Offering of Mandiri Tunas Finance Series V Bonds Stage III in 2022.</p> <p>Realization: The utilization of funds from the Public Offering of Mandiri Tunas Finance Series V Continuing Bonds Phase III in 2022 has been carried out according to the planned utilization.</p> <p>Status: Realized</p>																											
<p>Approval of Changes to the Management Structure of the Company</p>	<ol style="list-style-type: none"> <li>Approving the reappointment of Mr. Rico Adisurja Setiawan as the President Commissioner of the Company, effective from the Effective Date of this Circular Resolution and ending at the closing of the 3rd Annual General Meeting of Shareholders since his appointment, scheduled to be held in 2026, without prejudice to the right of the Annual General Meeting of Shareholders to dismiss him at any time.</li> <li>Approving not to extend the term of office for Mr. Ravik Karsidi as Independent Commissioner of the Company, effective from the Effective Date of this Circular Resolution, and expressing gratitude for his services to the Company.</li> <li>Approving the appointment of Mr. Fendy Eventius Mugni as Independent Commissioner of the Company, effective from the Effective Date of this Circular Resolution and ending at the closure of the 3rd Annual General Meeting of Shareholders since his appointment, which will be held in 2026, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time.</li> </ol> <p>The appointment of Mr. Fendy Eventius Mugni shall be effective upon obtaining approval from the Financial Services Authority based on the assessment of his capabilities and fitness (fit and proper test).</p> <ol style="list-style-type: none"> <li>Approving the reappointment of Mr. Pinohadi Gautama Sumardi as the President Director of the Company, effective from the Effective Date of this Circular Resolution and ending at the closure of the 3rd Annual General Meeting of Shareholders since his appointment, which will be held in 2026, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time.</li> </ol> <p>Based on the above decision, as of the Effective Date of this Circular Resolution, the composition of the Board of Commissioners of the Company is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #004a7c; color: white;"> <th>No</th> <th>Name</th> <th>Position</th> </tr> </thead> <tbody> <tr style="background-color: #fff9c4;"> <td colspan="3"><b>Board of Commissioners</b></td> </tr> <tr> <td>1</td> <td>Rico Adisurja Setiawan</td> <td>President Commissioner</td> </tr> <tr> <td>2</td> <td>Fendy Eventius Mugni*</td> <td>Independent Commissioner</td> </tr> <tr> <td>3</td> <td>Totok Priyambodo</td> <td>Commissioner</td> </tr> <tr style="background-color: #fff9c4;"> <td colspan="3"><b>Board of Directors</b></td> </tr> <tr> <td>1</td> <td>Pinohadi Gautama Sumardi</td> <td>President Director</td> </tr> <tr> <td>2</td> <td>R. Eryawan Nurhariadi</td> <td>Director</td> </tr> <tr> <td>3</td> <td>William Francis Indra</td> <td>Director</td> </tr> </tbody> </table> <p>*The above appointment is effective upon obtaining approval from the Financial Services Authority based on the assessment of eligibility and compliance (fit and proper test).</p> <p>Realization: Mr. Fendy Eventius Mugni, as an Independent Member of the Board of Commissioners, has passed the competence and compliance test conducted by the Financial Services Authority. Therefore, he is eligible to fulfill the duties and responsibilities as a Member of the Board of Commissioners of the Company.</p> <p>Status: Realized</p>	No	Name	Position	<b>Board of Commissioners</b>			1	Rico Adisurja Setiawan	President Commissioner	2	Fendy Eventius Mugni*	Independent Commissioner	3	Totok Priyambodo	Commissioner	<b>Board of Directors</b>			1	Pinohadi Gautama Sumardi	President Director	2	R. Eryawan Nurhariadi	Director	3	William Francis Indra	Director
No	Name	Position																										
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1	Rico Adisurja Setiawan	President Commissioner																										
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1	Pinohadi Gautama Sumardi	President Director																										
2	R. Eryawan Nurhariadi	Director																										
3	William Francis Indra	Director																										

Agenda	Resolution and Realization
Other Agendas	<ol style="list-style-type: none"> <li>1. Granting authority with substitution rights to the Board of Directors of the Company to declare all the resolutions contained in a separate notarial deed, and subsequently notify the relevant authorities, as well as take all necessary actions related to the said resolutions in accordance with applicable regulations, if required, and for that purpose, appear where necessary, create, cause to be created, and sign any necessary deeds and documents, in short, to do anything and everything to achieve the intended purpose without exception.</li> <li>2. The date of this Circular Resolution is the date of the last signature by the representatives of the Shareholders stated in this Circular Resolution, in case the signatures by the Shareholders' representatives are not provided on the same date.</li> <li>3. This Circular Resolution may be executed in multiple counterparts, each of which, when taken together, shall constitute one integral part of this Circular Resolution.</li> </ol> <p>Status: Realized</p>

- b. 1 (one) Extraordinary General Meeting of Shareholders held through circular resolution as stated in the Statement of Decisions of the Shareholders of PT Mandiri Tunas Finance Outside the General Meeting No. 26 dated April 12, 2023, and the Statement of Decisions of the Shareholders of PT Mandiri Tunas Finance Outside the General Meeting No. 27 dated April 12, 2023. The agenda and decisions were as follows:

Agenda	Resolution
Approval for the Issuance of Company's Continuing Bonds VI in 2023	Approval for the issuance of the Company's Continuing Bonds VI for the years 2023-2025 with a total ceiling of Rp 5,000,000,000,000 (five trillion Indonesian Rupiah).
Transfer of Company Assets (Accounts Receivable) and Establishment of Company Asset Debt Collateral (Accounts Receivable) in 2024	<p>Approval to authorize and empower the Board of Directors of the Company to, on behalf of the Company, with the approval of the Board of Commissioners of the Company, from the signing of this Circular Resolution onwards, for:</p> <ol style="list-style-type: none"> <li>1. Transfer Company Assets (Accounts Receivable);</li> <li>2. Establish collateral for Company asset debts (Accounts Receivable),</li> </ol> <p>which is more than 50% (fifty percent) of the Company's net asset value to obtain new funding from banking sources and/or Non-Banking Financial Institutions and/or bond issuances or securities, in 1 (one) or more transactions, whether related to each other or not, up to a maximum of Rp 8,700,000,000,000 (eight trillion seven hundred billion Indonesian Rupiah) for point (a) as described above and up to a maximum of Rp 13,000,000,000,000 (thirteen trillion Indonesian Rupiah) for point (b) as described above in the year 2024. For each transfer and/or collateralization of the Company's net assets in multiples of Rp 1,000,000,000,000 (one trillion Indonesian Rupiah), the Board of Directors is required to submit a written report to the Board of Commissioners regarding the implementation thereof.</p>
Other Agendas	<ol style="list-style-type: none"> <li>1. Granting authorization with substitution rights to the Board of Directors of the Company to declare all resolutions of this Circular Resolution in a separate notarial deed, and subsequently notify the relevant parties, and take all necessary actions in connection with the said resolutions in accordance with the prevailing laws and regulations, if required, and for this purpose, to appear wherever necessary, to prepare, cause to be prepared, and sign necessary deeds and documents, in short, to do anything necessary to achieve the intended purpose without exception.</li> <li>2. The date of this Circular Resolution shall be the date of the last signature by the representatives of the Shareholders stated in this Circular Resolution, in the event that the signature of the Shareholders' representatives is not provided on the same date.</li> <li>3. This Circular Resolution may be executed in several counterparts, each of which, when taken together, shall constitute one and the same Circular Resolution.</li> </ol>

### Participation of Independent Parties in Vote Counting

Throughout the year 2023, the Company's Annual General Meeting (RUPS) was not conducted physically or face-to-face, and therefore, there was no involvement of independent parties in the vote counting.

### General Meeting of Shareholder (GMS) 2022 and Its Follow-Up

Throughout the year 2022, physical or face-to-face Annual General Meetings (GMS) were not conducted. The Company held the AGM twice, namely:

- a. One (1) Annual General Meeting of Shareholders (AGM) conducted through circular resolution, as stipulated in the Minutes of Decision of the Annual General Meeting of Shareholders for the fiscal year 2021 of PT Mandiri Tunas Finance, numbered 22, dated June 17, 2022. The agenda and resolutions of the AGM for the fiscal year 2022 are as follows:

Agenda	Resolution
<p>Approval of the Annual Report and Board of Commissioners Oversight Report, as well as the endorsement of the Company's financial statements for the fiscal year ended December 31, 2021, including granting full discharge (volledig acquit et de charge) and settlement of responsibilities towards all members of the Board of Directors and members of the Board of Commissioners of the Company concerning the management and supervision of the Company conducted during the fiscal year ended December 31, 2021, as long as these activities are reflected in the annual report.</p>	<ol style="list-style-type: none"> <li>1. Approval of the Company's Annual Report, including the the Board of Commissioners Oversight Report, for the fiscal year ended December 31, 2021, and the endorsement of the Company's Financial Statements for the fiscal year ended December 31, 2021, audited by Purwantono, Sungkoro &amp; Surja Public Accountant Office (a member firm of Ernst &amp; Young), with an opinion of "fairly presented in all material respects" as stated in Report Number 00026/2.1032/AU.1/09/0242-2/1/1/2022 dated January 20, 2022.</li> <li>2. With the approval of the Company's Annual Report, including the Supervisory Board's Report, for the fiscal year ended December 31, 2021, and the endorsement of the Company's Financial Statements for the fiscal year ended December 31, 2021, this Circular Decision grants full discharge (volledig acquit et de charge) and settlement of responsibilities to all members of the Board of Directors and Board of Commissioners concerning the management and supervision of the Company conducted during the fiscal year ended December 31, 2021, provided that such actions are not criminal acts and are reflected in the Annual Report and Financial Statements for the fiscal year ended December 31, 2021.</li> <li>3. Full discharge (volledig acquit et de charge) is also granted to:               <ol style="list-style-type: none"> <li>a. Mr. Armendra, who served as a Director of the Company from January 1, 2021, to March 29, 2021.</li> <li>b. Mr. Harjanto Tjitohardjojo, who served as a Director of the Company from January 1, 2021, to March 29, 2021.</li> </ol> </li> </ol> <p>Realization: The financial statements and annual report have been submitted to the Financial Services Authority (OJK) with the following information:</p> <ul style="list-style-type: none"> <li>• Submission of the reports was also carried out through the OJK Electronic Reporting System.</li> <li>• The Annual Report has been submitted to the OJK with letter number 109/MTF-CLC.CCS/V/2022 dated May 24, 2022.</li> <li>• The annual financial statements have been submitted to the OJK with letter number 064/MTF-CLC.CCS/III/2022 dated March 23, 2022.</li> <li>• These reports are also available on the Company's website.</li> </ul> <p>Status: Realized</p>



Agenda	Resolution
Approval of the Utilization of the Company's Net Profit for the Fiscal Year Ended December 31, 2021.	<p>1. Approval and determination of the utilization of the Company's Net Profit for the fiscal year 2021 amounting to Rp245,879,874,134 (two hundred forty-five billion eight hundred seventy-nine million eight hundred seventy-four thousand one hundred thirty-four Indonesian Rupiah), with the following breakdown:</p> <ol style="list-style-type: none"> <li>An amount of 20% (twenty percent) of the Company's net profit is allocated as dividends, totaling Rp49,175,974,827 (forty-nine billion one hundred seventy-five million nine hundred seventy-four thousand eight hundred twenty-seven Indonesian Rupiah).</li> <li>An amount of 80% (eighty percent) of the Company's net profit is allocated as retained earnings, totaling Rp196,703,899,307 (one hundred ninety-six billion seven hundred three million eight hundred ninety-nine thousand three hundred seven Indonesian Rupiah).</li> </ol> <p>3. Granting authority and power to the Board of Directors of the Company to determine the procedures for the allocation of the Company's net profit as mentioned above in accordance with prevailing laws and regulations.</p> <p>Realization: The Company has distributed dividends to the shareholders of the Company in accordance with the decision of the Annual General Meeting of Shareholders.</p> <p>Status: Realized</p>
Approval of the Appointment of Public Accounting Firm and Auditors to Audit the Company's Financial Statements for the Fiscal Year Ending on December 31, 2022, and Determination of Fees/Honorariums.	<p>1. Appointment of Purwantono, Sungkoro &amp; Surja Public Accounting Firm (a member firm of Ernst &amp; Young Global Limited) and Yovita, CPA Public Accountant to audit the Company's Financial Statements for the fiscal year ending on December 31, 2022.</p> <p>2. Granting authority and power to the Board of Commissioners of the Company to determine the fees and other requirements for the Public Accounting Firm and Public Accountants mentioned above, as well as to appoint replacement Public Accounting Firm and/or Public Accountants in the event that Purwantono, Sungkoro &amp; Surja Public Accounting Firm (a member firm of Ernst &amp; Young Global Limited) and/or Yovita, CPA Public Accountant, for any reason, are unable to complete the audit process of the Company's Financial Statements for the fiscal year ending on December 31, 2022. If there is a change in the Public Accounting Firm and/or Public Accountants, the Board of Commissioners shall report to the Shareholders.</p> <p>Realization: The audited financial statements for the period ending December 31, 2021, have been completed and certified on January 20, 2022, utilizing Purwantono, Sungkoro &amp; Surja Public Accounting Firm and Yovita, CPA Public Accountant.</p> <p>Status: Realized</p>
Determination of Tantiem for Members of the Board of Directors and Board of Commissioners of the Company for the Fiscal Year Ending on December 31, 2021, and Determination of Salaries for Members of the Board of Directors and Honorariums for Members of the Board of Commissioners, as well as Provision of Facilities, Benefits, and/or Other Allowances for the Fiscal Year 2022.	<p>Granting authority and power to the Board of Commissioners of the Company, subject to prior approval by the majority of shareholders and acknowledgment by other controlling shareholders, to determine:</p> <ol style="list-style-type: none"> <li>Tantiem for the performance of the Board of Directors and Board of Commissioners for the fiscal year ending on December 31, 2021; and</li> <li>Salaries for members of the Board of Directors and honorariums for members of the Board of Commissioners, as well as the provision of facilities, benefits, and/or other allowances for the fiscal year 2022.</li> </ol> <p>Realization: The determination of remuneration for members of the Board of Commissioners and Directors has been established and provided in accordance with the decided outcome.</p> <p>Status: Realized</p>

Agenda	Resolution																											
Accountability Report on the Utilization of Funds from the Bonds Offering V of Mandiri Tunas Finance Phase II in 2021.	<p>Receipt of the Accountability Report on the Utilization of Funds from the Bonds Offering V of Mandiri Tunas Finance Phase II in 2021.</p> <p>Realization: The utilization of funds from the offering of Continuing Bonds V of Mandiri Tunas Finance Phase II in 2021 has been carried out according to the planned utilization.</p> <p>Status: Realized</p>																											
Approval of Changes to the Composition of Company Executives.	<ol style="list-style-type: none"> <li>Approval of the honorable dismissal of Mr. Anton Zulkarnain from his position as a Commissioner of the Company, effective as of the date of this Circular Decision, and expressing gratitude for his services rendered during his tenure as a Commissioner of the Company.</li> <li>Approval of the appointment of Mr. Totok Priyambodo as a Commissioner of the Company, effective as of the date of this Circular Decision, and shall expire at the closure of the third Annual General Meeting of Shareholders (AGM) since his appointment, which will be held in the year 2025, without prejudice to the right of the AGM to dismiss him at any time in accordance with the Company's Articles of Association.</li> <li>The aforementioned appointment shall become effective after obtaining approval from the Financial Services Authority (Otoritas Jasa Keuangan) based on the assessment of competence and propriety (fit and proper test).</li> </ol> <p>It is hereby stated that as of the date of this Circular Decision, the composition of the Board of Commissioners of the Company is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0056b3; color: white;">No</th> <th style="background-color: #0056b3; color: white;">Name</th> <th style="background-color: #0056b3; color: white;">Position</th> </tr> </thead> <tbody> <tr> <td colspan="3" style="background-color: #fff9c4;"><b>Board of Commissioners</b></td> </tr> <tr> <td>1</td> <td>Rico Adisurja Setiawan</td> <td>President Commissioner</td> </tr> <tr> <td>2</td> <td>Pref. Dr Ravik Karsidi</td> <td>Independent Commissioner</td> </tr> <tr> <td>3</td> <td>Totok Priyambodo*</td> <td>Commissioner</td> </tr> <tr> <td colspan="3" style="background-color: #fff9c4;"><b>Director</b></td> </tr> <tr> <td>1</td> <td>Pinohadi Gautama Sumardi</td> <td>President Director</td> </tr> <tr> <td>2</td> <td>R. Eryawan Nurhariadi</td> <td>Director</td> </tr> <tr> <td>3</td> <td>William Francis Indra</td> <td>Director</td> </tr> </tbody> </table> <p>As for the appointment of Mr. Totok Priyambodo mentioned above, it becomes effective after he has obtained approval from the Financial Services Authority following an assessment of competence and propriety (fit and proper test).</p> <p>Realization: Mr. Totok Priyambodo, as a member of the Board of Commissioners, has successfully passed the competence and propriety assessment by the Financial Services Authority. Therefore, he is able to fulfill his duties and responsibilities as a member of the Board of Commissioners of the Company.</p> <p>Status: Realized</p>	No	Name	Position	<b>Board of Commissioners</b>			1	Rico Adisurja Setiawan	President Commissioner	2	Pref. Dr Ravik Karsidi	Independent Commissioner	3	Totok Priyambodo*	Commissioner	<b>Director</b>			1	Pinohadi Gautama Sumardi	President Director	2	R. Eryawan Nurhariadi	Director	3	William Francis Indra	Director
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3	William Francis Indra	Director																										

Agenda	Resolution
Other Agendas	<ol style="list-style-type: none"> <li>1. Granting power with substitution rights to the Board of Directors of the Company to declare all decisions of this Circular Resolution in a separate notarial deed, and thereafter notify the relevant authorities, and undertake all necessary actions related to such decisions in accordance with applicable laws and regulations, if necessary, and for that purpose, to appear wherever necessary, create, instruct the creation, and sign the necessary deeds and documents, in short, to do anything to achieve the intended purpose without exception.</li> <li>2. The date of this Circular Decision is the date of the last signature of the Shareholders' representatives stated in this Circular Decision, in case the signature of the Shareholders' representatives is not given on the same date.</li> <li>3. This Circular Decision may be made in several counterparts, each of which together constitutes one unit of this Circular Decision.</li> </ol> <p>Status: Realized</p>

- b. One (1) extraordinary General Meeting of Shareholders (EGMS) conducted through circular resolution as stated in the Minutes of Shareholders' Decision of PT Mandiri Tunas Finance Outside the General Meeting No. 38 dated December 23, 2022. The agenda and decisions of the EGMS Outside the General Meeting of Shareholders are as follows:

Agenda	Decision
Approval of Amendment to Article 12 Paragraph (1) of the Company's Articles of Association regarding the Duties and Authorities of the Board of Directors.	<p>Approval of the Amendment to Article 12 Paragraph (1) of the Company's Articles of Association regarding the Duties and Authorities of the Board of Directors, which originally read as follows:</p> <ul style="list-style-type: none"> <li>• Article 12 Paragraph (1): The Board of Directors has the authority to represent the Company both in and out of court in all matters and events, bind the Company with third parties, and perform all actions, whether regarding management or ownership. However, with the limitation that: <ol style="list-style-type: none"> <li>a. To borrow or lend money on behalf of the Company (excluding withdrawing Company funds from the Bank),</li> <li>b. Establish a new business or participate in other companies both domestically and abroad;</li> </ol> </li> <li>• requires written approval from the Board of Commissioners.</li> </ul> <p>Amended to the following:</p> <ul style="list-style-type: none"> <li>• Article 12 Paragraph (1): <ol style="list-style-type: none"> <li>a. The Board of Directors has the authority to represent the Company both in and out of court in all matters and events, bind the Company with third parties, and perform all actions, whether regarding management or ownership. However, with the limitation that to borrow or lend money on behalf of the Company (excluding withdrawing Company funds from the Bank), written approval must be obtained from the Board of Commissioners.</li> <li>b. The Board of Directors is required to seek approval from all shareholders in the General Meeting of Shareholders (RUPS) after obtaining prior written approval from the Board of Commissioners to: <ul style="list-style-type: none"> <li>- Establish a new business or participate in other companies both domestically and abroad;</li> <li>- Divestment of capital participation in subsidiaries and/or other joint venture companies.</li> </ul> </li> </ol> </li> </ul> <p>Status: Realized</p>

Agenda	Decision
Other Agendas	<ol style="list-style-type: none"> <li>1. Granting power with substitution rights to the Board of Directors of the Company to declare all decisions of this Circular Resolution in a separate notarial deed, and thereafter notify the relevant authorities, and undertake all necessary actions related to such decisions in accordance with applicable laws and regulations, if necessary, and for that purpose, to appear wherever necessary, create, instruct the creation, and sign the necessary deeds and documents, in short, to do anything to achieve the intended purpose without exception.</li> <li>2. The date of this Circular Decision is the date of the last signature of the Shareholders' representatives stated in this Circular Decision, in case the signature of the Shareholders' representatives is not given on the same date.</li> <li>3. This Circular Decision may be made in several counterparts, each of which together constitutes one unit of this Circular Decision.</li> </ol>
Status: Realized	

## Board of Commissioners

The Board of Commissioners as the Company's organ has collective duties and responsibilities to supervise and provide advice to the Board of Directors independently related to the implementation of the duties and responsibilities of the Board of Directors in managing the Company and ensuring that the Company has implemented GCG.

### Term of Office of the Board of Commissioners

The term of office for the Board of Commissioners is 3 (three) years, as stated in the Company's Articles of Association, and they may be reappointed for 1 (one) additional term, without prejudice to the General Meeting of Shareholders' right to dismiss members of the Board of Commissioners at any time. After the expiration of their term, the members of the Board of Commissioners may be reappointed by the General Meeting of Shareholders.

### Structure and Composition of the Board of Commissioners

Throughout the year 2023, there were changes in the composition of the Board of Commissioners, and the term of Mr. Ravik Karsidi as Independent Commissioner was not extended, effective from the Annual General Meeting of Shareholders (RUPS) held on June 27, 2023.

#### Composition of the Board of Commissioners January 1 - June 27, 2023 Period

Name	Position	Basis of Appointment	Term of Office	Tenure
Rico Adisurja Setiawan	President Commissioner	Deed of Statement of the 2019 Fiscal Year Annual GMS Resolutions No. 28 dated 25 February 2020, made before Lenny Janis Ishak, SH., Notary in Jakarta.	Annual GMS for Fiscal Year 2019 until the closing of the Annual GMS in 2022.	Second
Totok Priyambodo	Commissioner	Deed of Statement of Annual General Meeting of Shareholders Resolutions No. 22 dated 17 June 2022, made before Lenny Janis Ishak, SH., Notary in South Jakarta.	Annual GMS for Fiscal Year 2022 until the closing of the Annual GMS in 2024.	First
Ravik Karsidi	Independent Commissioner	Deed of Statement of the 2019 Fiscal Year Annual GMS Resolutions No. 28 dated 25 February 2020, made before Lenny Janis Ishak, SH., Notary in Jakarta.	Annual GMS for Fiscal Year 2019 until the closing of the Annual GMS in 2022.	Second

#### Composition of the Board of Commissioners June 27 - December 31, 2023 Period

Name	Position	Basis of Appointment	Term of Office	Tenure
Rico Adisurja Setiawan	President Commissioner	The Deed of the Statement of Resolutions of the Annual General Meeting of Shareholders (RUPS) for the Financial Year 2022 No. 138 dated June 27, 2023, was executed before M. Kholid Artha, SH., a notary in Jakarta.	The Annual General Meeting of Shareholders (RUPS) for the Financial Year 2022 until the closing of the Extraordinary General Meeting of Shareholders (RUPST) in 2025.	Third
Totok Priyambodo*	Commissioner	The Deed of the Resolution of the Annual General Meeting of Shareholders No. 22 dated June 17, 2022, made by Lenny Janis Ishak, SH, Notary in South Jakarta.	The Annual General Meeting of Shareholders for the Fiscal Year 2022 until the closing of the Extraordinary General Meeting of Shareholders in 2024.	First
Fendy Eventius Mugni	Independent Commissioner	The Deed of the Decision Statement of the Annual General Meeting of Shareholders for the Fiscal Year 2022, No. 138 dated June 27, 2023, was executed before M. Kholid Artha, SH., a notary public in Jakarta.	The Annual General Meeting of Shareholders for the Fiscal Year 2022 extends until the closing of the Extraordinary General Meeting of Shareholders for the Fiscal Year 2025.	First

\*) Resigned in March 7, 2024

Profiles of all members of the Board of Commissioners is presented in the Company Profile chapter in this Annual Report.

### Fit and Proper Test of the Board of Commissioners

In accordance with the regulations enacted by the OJK on the financial industry, parties managing financial institutions are required to take the fit and proper test conducted by the OJK as a prerequisite for formal management positions to take effect. The entire Board of Commissioners of the Company has taken a fit and proper test by the OJK.

The appointment of the Company's Board of Commissioners is in accordance with OJK Regulation No. 33/POJK.04/2014 on Directors and Commissioners of Issuers or Public Companies and OJK Regulation No. 27/POJK.03/2016 on Fit and Proper Test for Main Parties of Financial Services Institutions. The following is information regarding the fit and proper test of the Company's Board of Commissioners.

#### Fit and Proper Test of the Board of Commissioners

Name	Position	Approval from OJK
Rico Adisurja Setiawan	President Commissioner	Pass with the OJK Decree No. KEP-471/NB.11/2017 dated August 21, 2017.
Totok Priyambodo	Commissioner	Pass with the OJK Decree No. KEP-06/KDK.05/2022 dated December 26, 2022.
Fendy Eventius Mugni	Independent Commissioner	Pass with the OJK Decree No. KEP-13/KDK.06/2023 dated December 8, 2023.

### Board Manual of the Board of Commissioners

The Board Charter of the Board of Commissioners contains of instructions on the working procedures of the Board of Commissioners and explains the stages of activities in a structured, systematic, easy-to-understand manner as well as can be implemented consistently, and as reference for the Board of Commissioners in carrying out their respective duties to achieve the Company's vision and mission.

Matters regulated in these guidelines include:

- Policy Reference
- Scope
- Legal Basis
- Principles of Working Relations between the Board of Commissioners and Board of Directors
- Composition, Term of Office, and Concurrent Positions
- Duties, Responsibilities, and Obligations of the Board of Commissioners
- Rights and Authority of the Board of Commissioners
- Culture and Ethics of the Board of Commissioners
- Confidentiality of Information and Conflicts of Interest
- Meeting of the Board of Commissioners
- Reporting and Accountability
- Supporting Committee for Duty Implementation of the Board of Commissioners
- Secretary to the Board of Commissioners

## Duties, Responsibilities, Obligations, and Authority of the Board of Commissioners

Duties and Responsibilities of the Board of Commissioners:

1. Conduct supervision and to be responsible for the policies and management of the Company in accordance with the set vision and mission based on compliance with applicable laws and regulations in Indonesia, including but not limited to regulations related to the implementation of Good Corporate Governance, the Limited Liability Company Law, and Financial Services Authority Regulations;
2. Provide advice to the Board of Directors on the management of the Company;
3. Ensuring that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, results of OJK supervision and/or results of supervision by other authorities;
4. Notify the Financial Services Authority (OJK) no later than 10 (ten) calendar days from the finding of violations of laws and regulations in the field of financing, including estimated condition that may be detrimental to the Company's business sustainability;
5. Examine and review the annual report prepared by the Board of Directors and sign the annual report;
6. Providing opinions and suggestions on the Annual Work Plan and Budget proposed by the Board of Directors and ratifying the Annual Work Plan and Budget according to the provisions of the Articles of Association;
7. Reporting immediately to the GMS if there are symptoms of a decline in the Company's performance.
6. Reporting to the Company regarding its share ownership and/or family to the Company concerned and other Companies, including any amendments;
7. Providing recommendations to the GMS on the appointment of the Public Accountant Firm that will audit of the Company's financial statements;
8. Following-up the results of supervision and providing recommendations to the GMS in the event of deviation from the applicable rules and regulations and Articles of Association;
9. Establishing Audit Committee and other committees to support duties implementation of the Board of Commissioners;
10. In the event that the Company exhibits significant declining symptoms, immediately holding GMS to report to the Shareholders, accompanied by suggestions regarding corrective measures to be taken;
11. Monitoring the effectiveness of Good Corporate Governance implementation.

### Obligations of the Board of Commissioners

1. Complying with statutory provisions, Articles of Association and GMS decisions and acting professionally;
2. Studying, ratifying, and supervising the implementation of the Company's annual work plan and budget prepared by the Board of Directors according to applicable regulations and the Company's Articles of Association;
3. Providing advice to the Board of Directors in carrying out the Company management and is not intended for the interests of certain parties/ groups;
4. Reviewing the annual report prepared by the Board of Directors and signing the annual report;
5. Preparing reports on the Board of Commissioners activities which are part of the report on the implementation of Good Corporate Governance and report on its supervisory activities to the GMS;
1. Borrowing or lending money on behalf of the Company (not including taking Company's money at the Bank);
2. Establishing new business or participating in other companies, both domestically and overseas;
3. Obtaining sufficient access to Company information, in this matter to see books, securities, as well as checking the Company's assets;
4. Requesting explanation from the Board of Directors and/or other officials regarding all issues/policies on the management of the Company;
5. Requesting the Board of Directors and/or other work unit officials under the Board of Directors with the Board of Directors knowledge to attend the Board of Commissioners meeting;
6. Appointing the Secretary to the Board of Commissioners, if deemed necessary and dismissing;
7. Temporarily dismissing members of the Board of Directors in accordance with the provisions of the Company's Articles of Association;
8. Establishing committees other than audit committee, taking into account the needs of the Company;
9. If deemed necessary in carrying out their duties, the Board of Commissioners may use the assistance of experts for a limited period of time over at the expense of the Company;

### Authority of the Board of Commissioners

The Board of Commissioners has the authority to provide written approval of the decisions of the Board of Directors for the following actions:

10. Performing management actions of the Company under certain conditions for a certain period of time in accordance with the provisions of the Company's Articles of Association;
11. Carrying out other supervisory authorities insofar as they do not conflict with statutory regulations, the Company's Articles of Association and/or GMS decisions.

### Delegation of Duties and Responsibilities of the Board of Commissioners

To operate more effectively in carrying out its functions and responsibilities, the Board of Commissioners has assigned oversight duties to each member. While each member, including the President Commissioner, holds an equivalent position, the President Commissioner, acting as *primus inter pares*, is responsible for coordinating all activities of the Board of Commissioners.

### Orientation Program for New Commissioners

The orientation program for newly appointed Commissioners aims to provide knowledge about the Company, enabling them to understand the roles and responsibilities as Commissioners and the business processes implemented by the Board of Directors. This ensures they can work in harmony with other Company organs.

The person in charge of this program is the Corporate Secretary. The introduction program material includes:

- Articles of Association of Mandiri Tunas Finance
- Regulations and Laws related to the business of Mandiri Tunas Finance
- Annual Report of Mandiri Tunas Finance
- Long Term Plan
- Annual Work Plan and Budget
- Work Program of the Board of Commissioners

- Key Performance Indicator of the Board of Commissioner

In 2023, the Annual General Meeting (GMS) appointed Fendy Eventius Mugni as a member of the Board of Commissioners. The orientation program for him was conducted on August 24, 2023

### Competency Development of the Board of Commissioners

The Company has a policy regarding the implementation of human resources development programs from the top level to the bottom, demonstrating the Company's commitment to creating superior and competitive human resources.

The policies regarding the capability improvement program for the Board of Commissioners are as follows:

1. Capability improvement programs are carried out in order to improve the work effectiveness of the Board of Commissioners.
2. Plans for implementing capability improvement program must be included in the Board of Commissioners Work Plan and Budget.
3. Every member of the Board of Commissioners participating in the capability improvement program is required to provide presentation to other Members of Board of Commissioners in order to share information and knowledge.
4. The member of the Board of Commissioners is responsible for preparing report on the implementation of the capability improvement program. The report is submitted to the Board of Commissioners.

The details of the implementation of the Board of Commissioners' competency enhancement program are provided in the Company Profile section of this Annual Report.

### Implementation of Duties of the Board of Commissioners in 2023

The following are the decisions, recommendations, and implementation of the duties of the Board of Commissioners in 2023:

#### Decisions, Recommendations and Implementation of Duties of the Board of Commissioners in 2023

Quarter I-2023 (Q1-2023)	The Board of Commissioners expresses appreciation to the MTF management for the achievements attained in the year 2023.
	The Board of Commissioners extends full support to MTF to achieve the lending target of 1 trillion in the year 2023.
	The Board of Commissioners provides guidance for MTF to conduct further analysis regarding the development of MTF in electric vehicle financing.
	The Board of Commissioners provides directives regarding the policy prohibiting joint iftar events addressed to state officials, including state-owned enterprises (BUMN).

## Decisions, Recommendations and Implementation of Duties of the Board of Commissioners in 2023

Quarter II-2023 (Q2-2023)	The Board of Commissioners directs Jamkrindo to settle insurance claims at a higher amount.
	The Board of Commissioners urges MTF to enhance its performance in June to ensure that MTF achieves the expected targets.
	The Board of Commissioners has issued directives to create information regarding the minimum pricing calculation of JF entering NJF.
	The Board of Commissioners urges MTF to develop a structured profit achievement strategy to reach the profit target and not to hastily achieve the IDR 1.2 trillion profit, as it may lead to an increase in NPL.
Quarter III-2023 (Q3-2023)	The Board of Commissioners has provided guidance to create an explanation regarding the existence of Non-Performing Loans (NPL) in JF debtors that should ideally have good quality.
	The Board of Commissioners expresses appreciation for the management performance of MTF until the present moment.
Quarter IV-2023 (Q4-2023)	The Board of Commissioners has provided guidance for MTF to maintain its current performance.
	The Board of Commissioners extends appreciation to MTF for its outstanding performance, as the year-to-date profit achievement as of September 2023 has surpassed the actual profit year-to-date in 2022.
	The Board of Commissioners has provided guidance for MTF to maintain the Capital Adequacy Ratio (CKPN) above 200%.
	The Board of Commissioners has given directives for MTF to focus on acquiring reputable brands while maintaining the quality of Non-Performing Loans (NPL).
	The Board of Commissioners has provided directives to maintain the performance of captive consumers.
	The Board of Commissioners has given directives for MTF to prepare precautionary measures for the anticipated increase in financial turnover as the country enters the political year.

## Performance Assessment of Committees under the Board of Commissioners and the Assessment Basis

The Board of Commissioners has supporting committees with defined roles and responsibilities to assist in enhancing the Board's performance. These committees have clear working guidelines, ensuring that their tasks are directed and effective. The Board of Commissioners periodically (annually) assesses the effectiveness of the committees under it. The Board acknowledges that during the year 2023, the committees have effectively carried out their duties and responsibilities, as evidenced by the achievement of their respective Key Performance Indicators (KPIs).

The performance evaluation of the committees under the Board of Commissioners is as follows:

### 1. Audit Committee

The Audit Committee has the task and responsibility to assist and facilitate the Board of Commissioners in carrying out supervisory functions over the Company's Financial Reporting system and processes, the audit process of the Company's financial statements, evaluation of the Company's internal control implementation, assessment of internal audit performance, and supervision of technical and operational performance as well as compliance with other legal provisions and regulations

Throughout the year 2023, the Audit Committee has performed its duties and responsibilities effectively. The Audit Committee has conducted meetings a total of 7 times and carried out its tasks, including:

- a. Reviewed financial information that will be issued by the Company to the public and/or authorities, such as projected financial statements as well as other reports related to the financial information of the Company.
- b. Reviewed the audits by internal auditor as well as supervise the follow-up by the Board of Directors on the findings from the internal auditor.
- c. Reviewing the Company's compliance with laws and regulations that are related to the Company's activities.
- d. Provided independent opinion in the event of disagreements between management and accountants for the services provided.
- e. Provided recommendations to the Board of Commissioners regarding accountant support based on independence, scope of assignment, and fees.
- f. Provided recommendations regarding the improvement of the Company's internal control system, as well as the implementation.
- g. Reviewing risk management activities carried out by the Board of Directors, if the company does not have a risk monitoring function under the Board of Commissioners.



- h. Reviewed complaints related to the Company's accounting and financial reporting processes.
  - i. Reviewed and provided advice to the Board of Commissioners regarding potential conflict of interests in the Company.
  - j. Maintain the confidentiality of the Company's documents, data, and information.
2. **Nomination and Remuneration Committee**  
The Nomination and Remuneration Committee has duties and responsibilities to assist the Board of Commissioners with the aim of monitoring, supervising, and evaluating the effectiveness of nomination and remuneration within the Company.

Throughout 2023, the Nomination and Remuneration Committee has carried out its duties and responsibilities properly. The Nomination and Remuneration Committee has held 3 meetings and carried out its duties, among others:

- a. Provided recommendations to the Board of Commissioners regarding the remuneration policy for members of the Board of Directors and/or Board of Commissioners to be submitted to GMS.
- a. Evaluated the Company's remuneration policies, including: salary, honorarium, holiday allowance, benefits, bonuses, and rewards.
- b. Provided recommendations to the Board of Commissioners regarding the positions composition of members of the Board of Directors and/or Board of Commissioners, policies and criteria needed in the nomination of members of the Board of Directors and/or Board of Commissioners, candidate name for the Board of Directors and/or Board of Commissioners, and conduct the assessments based on the prepared benchmarks as an evaluation on the performance and capacity building of the Board of Directors and/or Board of Commissioners.

3. **Risk Monitoring Committee**

The Risk Monitoring Committee has duties and responsibilities to assist the Board of Commissioners in monitoring the implementation of the Company's risk management that has been prepared and implemented by the Board of Directors.

Throughout 2023, the Risk Monitoring Committee has carried out its duties and responsibilities properly. The Risk Monitoring Committee has held 4 (four) meetings and carried out its duties, among others:

- a. Directed the policies, strategies, and risk management framework according to risk appetite and risk tolerance.

- b. Reviewed the suitability among the Company's risk management policies.
- c. Monitored the implementation of duties of the Risk Management unit.
- d. Reviewed the risk profile report and/or the level of risk.
- e. Reviewed the Company's financial soundness level report.
- f. Monitored the adequacy of the process of identification, measurement of monitoring, controlling, and risk management information system.

### Independent Commissioner

An Independent Commissioner is a member of the Board of Commissioners who does not have financial, managerial, share ownership, and/or family relationships with members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders, or relationships with the Bank that could affect their ability to act independently.

The Independent Commissioner is responsible for oversight and also represents the interests of minority shareholders. The appointment of Independent Commissioners is regulated under the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.

### Independence Criteria of Independent Commissioner

The existence of Independent Commissioners in the Company always ensures that the oversight mechanism runs effectively and in accordance with laws and regulations. The criteria for determining the Company's Independent Commissioner are in accordance with POJK No. 33/POJK.04.2014 namely:

1. Bukan Not a person working or having the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months, unless for reappointment as the Company's Independent Commissioner in the following period.
2. Has no direct or indirect shares of the Company.
3. Has no Affiliation with the Board of Commissioners, Board of Directors, and Major Shareholders of the Company.
4. Has no direct nor indirect business relations with the Company. Therefore, the Company's Independent Commissioner has met the criteria in accordance with the applicable laws and regulations.

Independence Aspect	Fendy Eventius Mugni
As a person working or having the authority and responsibility to plan, lead, control, or supervise the activities of the Company in the last 6 (six) months, unless for reappointment as the Company's Independent Commissioner in the following period	x
Owning shares of the Company, both directly and indirectly	x
Having affiliation with the Board of Commissioners, Board of Directors and Major Shareholders of the Company	x
Having direct and indirect business relations with the Company	x

### Composition and Membership of Independent Commissioners in the Board of Commissioners Structure of the Company

Financial Services Authority Regulation No. 33/POJK.04/2014 states that the composition of Independent Commissioners in the Board of Commissioners must be at least 30% of the total number of Board of Commissioners members. As of December 31, 2023, the Company has 1 (one) Independent Commissioner who meets the established criteria, has signed a statement of independence in accordance with applicable regulations, and has been submitted to the Financial Services Authority as one of the required documents for approval from the OJK.

#### Independent Commissioners of Mandiri Tunas Finance as of December 31, 2023

Independent Commissioner	Term of Office and Tenure
Fendy Eventius Mugni	First Term, for the tenure starting from the Annual General Meeting for the 2025

**The composition of Independent Commissioners in the Company accounts for 33.33% of the total members of the Board of Commissioners, and it complies with the relevant regulations.**

### Independency Statement of the Independent Commissioner

The Independent Commissioner signed the Independence Statement as Independent Commissioner stating the following:

1. Having no affiliation with members of the Board of Directors, members of the Board of Commissioners, members of the Sharia Supervisory Board or the same LJKNB shareholders; and
2. Never been a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board or occupying 1 (one) level below the Board of Directors in the same LJKNB or other company that has affiliation with the LJKNB in accordance with the applicable statutory provisions.

This statement letter was made and signed by the Independent Commissioner on September 20, 2023.

## Board of Directors

The Board of Directors is the Company's organ with the authority and full responsibility for managing the Company in the best interests of the Company, in accordance with the purpose and objectives of the Company. The Board of Directors represents the Company both within and outside the court, in accordance with the provisions of the articles of association. In addition, the Board of Directors is also obliged to carry out the Company's operational activities based on the principles of good corporate governance.

### Term of Office of the Board of Directors

In accordance with the Company's Articles of Association, members of the Board of Directors are appointed and dismissed by the General Meeting of Shareholders for a specified period of 3 (three) years.

### Composition and Structure of the Board of Directors in 2023

As of December 31, 2023, the composition and arrangement of the membership of the Board of Directors are as follows:

Name	Position	Basis of Appointment	Term of Office	Tenure
Pinohadi G. Sumardi	President Director	Deed of Shareholders' Decision Outside the GMS to Hold an Annual GMS (Circular Decision) based on the Deed of Annual GMS Decision Statement No. 138 dated June 28, 2023 made before M. Kholid Artha, SH., notary in Jakarta.	Annual General Meeting for the 2022 Fiscal Year until the conclusion of the Extraordinary General Meeting in 2025.	Second
William Francis Indra	Director	Deed of Shareholders' Decision Outside the GMS to Hold an Annual GMS (Circular Decision) based on the Deed of Annual GMS Decision Statement No. 15 dated March 29, 2021 which was made before Lenny Janis Ishak, SH., notary in Jakarta.	Annual General Meeting for the 2021 Fiscal Year until the conclusion of the Extraordinary General Meeting in 2023.	First
R. Eryawan Nurhariadi	Director	Deed of Shareholders' Decision Outside the GMS to Hold an Annual GMS (Circular Decision) based on the Deed of Annual GMS Decision Statement No. 15 dated March 29, 2021 which was made before Lenny Janis Ishak, SH., notary in Jakarta.	Annual General Meeting for the 2021 Fiscal Year until the conclusion of the Extraordinary General Meeting in 2023.	First

### Fit and Proper Test of the Board of Directors

Financial Services Authority Regulation No. 27/POJK.03/2016 on the Assessment of Competence and Suitability for Key Persons of Financial Services Institutions elaborates on the considerations that financial institution managers must meet the competence and suitability requirements for members of the Board of Directors and Board of Commissioners in carrying out their actions, duties, and functions. The following information pertains to the assessment of the eligibility and compliance (fit and proper test) of the Company's Board of Directors.

Name	Position	Approval from OJK
Pinohadi G. Sumardi	President Director	Pass with the OJK Decree No. KEP- 368/NB.11/2020 dated 10 November 2020.
William Francis Indra	Director	Pass with the OJK Decree No. KEP-26/KDK.05/2021 dated 6 July 2021.
R. Eryawan Nurhariadi	Director	Pass with the OJK Decree No. KEP-44/KDK.05/2021 dated 31 August 2021.

### Board Manual of the Board of Directors

The Company has established a Board Manual or Board of Directors Work Guidelines that contain instructions on the working procedures of the Board of Directors and explains the stages of activities in a structured, systematic, easy-to-understand, and can be implemented consistently as a reference for the Board of Directors in implementing their respective duties to achieve the Company's Vision and Mission.

### Duties, Responsibilities, Authorities, and Obligations of the Board of Directors

The Board of Directors is in charge of fully carrying out all actions related to the management of the Company for the benefit of and in accordance with the purposes and objectives of the Company as stipulated in the laws and regulations, the Company's Articles of Association, and resolutions of the GMS.

Based on the Board Manual, the main duties of the Board of Directors in general and based on its position are as follows:

### Main Duties of the Board of Directors

1. Performing all management actions of the Company in the interests of the Company and in line with the purposes and objectives of the Company.
2. Representing the Company inside and outside of the Court regarding all matters and events with limitations as stipulated in the regulations, Articles of Association and/or GMS resolution.
3. Controlling, maintaining, and managing assets of the Company.

### Main Collegial Duties of the Board of Directors

1. Determining vision, mission, and strategy of the Company;
2. Establishing the prevailing Corporate policy;
3. Determining the proposal and changes in the Long-Term Plan of the Company (RJPP) and Work Plan and Budget (RKAP) in accordance with prevailing regulations;
4. Determining the performance targets and evaluating the Company's performance, including dividend policy through the Company's organizational mechanisms in accordance with applicable regulations;
5. Striving to achieve the performance target, which is utilized as the basis of assessment on soundness level in accordance with the performance agreement stipulated in the "GMS Approval of RKAP";
6. Determining the approval of non-routine investment project that exceeds the authority of the Board of Directors and overseeing its implementation;
7. Determining the organizational structure and determining the officials of the Company to certain levels as stipulated through the provisions of the Board of Directors.

### Responsibilities of the Board of Directors

1. Fulfilling the clear, complete and balanced Performance Assessment that has been selected, both in terms of the financial and non-financial aspects, in order to determine the achievement of the Company's vision and mission is in accordance with the prevailing regulations.
2. Realizing the implementation of RJPP and RKAP, including the achievement of financial and nonfinancial targets.
3. Implementing risk management.

4. Developing and utilizing information technology.
5. Following-up the findings from Audit Committee, Internal Audit and External Auditors, and subsequently reporting it to the Board of Commissioners.
6. Reporting relevant information to the Board of Commissioners, including the succession/transfer/promotion plan for key (senior) managers, HR development program, responsibility of risk management, and performance of the utilization of information technology system.
7. Implementing the General Meeting of Shareholders (GMS) and drafting the minutes of the GMS.
8. Taking into account the interests of stakeholders in accordance with ethical values and applicable laws and regulations.

In addition to the duties and responsibilities, the Board of Directors is also granted the rights and authority to determine policies for the management of the Company, including policies in the field of employment. Policies concerning employment are implemented based on the Company's internal regulations and applicable laws and regulations in the field of employment. The Board of Directors also has the power to regulate issues of delegation of authority/ authorization of the Board of Directors to represent the Company in and out of court.

### Obligations of the Board of Directors

1. Preparing the Long-Term Plan of the Company (RJPP), which is the strategic plan containing target and objectives of the Company for a 5 (five) year period, jointly signing the plan with the Board of Commissioners and submitting it to the GMS to obtain approval.
2. Preparing the Company's Work Plan and Budget (RKAP) and submitting it to the Board of Commissioners and GMS to obtain approval.
3. Preparing and implementing an accounting system that conforms with the finance accounting standard, including bookkeeping and administration based on the reliable internal control.
4. Providing accountability and information regarding the condition and operations of the Company in other reports if requested by the GMS.
5. Determining the clear duties, responsibilities, and authorities of the management on every level.
6. Preparing and submitting the Annual Report, which is jointly signed by the Board of Commissioners to the GMS to obtain approval.
7. Stating its own share ownership and/or family in other companies in the Annual Report.

## Scope of Delegation of Duties and Responsibilities of the Board of Directors

The delegation of the scope of work of the Board of Directors refers to the Decree of the Board of Directors No. 021/SK-DIR/MTF/X/2011 on Delegation of Duties and Authorities and Board of Directors Code of Conduct and the Decree of the Board of Directors No. 016/SKDIR/MTF/X/2022 dated 03 November 2022 on the Organizational Structure of PT Mandiri Tunas Finance.

Board of Directors	Responsibility
Pinohadi G. Sumardi	<p>Main Directorate</p> <ol style="list-style-type: none"> <li>1. Responsible for the Profit and Loss of the Company.</li> <li>2. Manage the Company and ensure the achievement of the Company's Key Performance Indicator (KPI).</li> <li>3. Determine the Company's business strategies and policies for the medium and long term while still referring to the Company's Vision and Mission.</li> <li>4. Ensure the Company's business activities run in accordance with the Company's strategies and plans.</li> <li>5. Make strategic decisions to support the Company's sustainable growth.</li> <li>6. Coordinate, direct and supervise the work units in the Company to keep running in accordance with the Company's plans and strategies.</li> <li>7. Encouraging the implementation of the principles of good corporate governance, as well as directing the implementation of the Company's social responsibility activities.</li> <li>8. Directing organizational and Human Resources (HR) development activities.</li> <li>9. Has the right and authority to act for and on behalf of the Board of Directors and to represent the Company and has the right to appoint one or more persons as his/her representative or proxy by giving him/her or them the power for certain actions as stipulated in the Power of Attorney.</li> <li>10. Lead and coordinate the implementation of the duties of the other Directors.</li> </ol>
William Francis Indra	<p>Direktorat Sales &amp; IT</p> <ol style="list-style-type: none"> <li>1. Lead, direct and coordinate all business units in developing and marketing products and alliances to achieve marketable and profitable.</li> <li>2. Determine strategies and policies and control the Information Technology function in supporting operations, development and security of systems and technology.</li> <li>3. Coordinate all aspects of operational management in accordance with the Company's strategy.</li> <li>4. Ensure the marketing function in the Company runs in accordance with the strategy and achievement of sales targets.</li> <li>5. Direct and supervise the Regional Division Head and coordinate work functions throughout the region.</li> <li>6. Lead and direct policies and strategies related to business and marketing activities for the long term, medium term and short term.</li> <li>7. Lead and direct the running of operational and transactional activities, and support the development of policies, provisions, and Operation systems, so as to support the smooth running of business processes.</li> <li>8. Assist the President Director in directing the change processes needed to meet the challenges of business competition by encouraging business units to make products more dynamic and competitive.</li> </ol>
R. Eryawan Nurhariadi	<p>Direktorat Corporate Finance &amp; Business Strategic</p> <ol style="list-style-type: none"> <li>1. To comprehensively lead and direct the Company's business strategy, long-term, medium-term and short-term financial objectives and targets.</li> <li>2. Coordinate all aspects of financial management, accounting, business strategy and in accordance with the Company's strategy.</li> <li>3. Determine the strategy and control the finance and accounting function to keep it running according to the Company's plan.</li> <li>4. Ensure that reports related to finance, accounting and operations to relevant institutions are sent in accordance with the specified time.</li> <li>5. Monitoring the use of all Company costs against the predetermined budget.</li> <li>6. Determine strategies and policies and control in supporting the achievement of the Company's targets through corporate strategies and business development that support the Company's performance.</li> <li>7. Responsible for carrying out supervisory functions and ensuring the performance of work units in accordance with the strategy to achieve the Company's targets.</li> <li>8. Maintain good relations with stakeholders to ensure the achievement of the Company's targets.</li> <li>9. Direct and supervise the divisions under him.</li> </ol>

## Orientation Program for the Board of Directors

The introduction program for new f Directors is intended to provide an understanding of the conditions of the Company to ensure that they obtain a comprehensive understanding of the Company's condition, both organizationally and operationally, as stipulated in the Board Manual.

The Company introduction program to the newly appointed Directors is carried out by Corporate Secretary. Materials introduced to the new Directors include at least the following information:

1. The situation of Indonesian financial industry, especially non-banking.
2. Company Profile.
3. Operations and financial performance of the Company.
4. Organizational and Good Corporate Governance

In 2023 there were no changes in the composition of the Board of Directors, the Company did not carry out orientation activities or programs for the Board of Directors.

## Competency Development and Training Program for the Board of Directors

The Company's policy also designed programs to provide new insights for the Board of Directors to increase the Company's capacity within a competitive business, as well as to provide opportunities to build networks in order to empower existing resources within the organization, subsequently enabling the Company to become a high-performance

organization. Capacity and capability improvement is important to allow the Board of Directors to always keep abreast with the latest developments in the industry where the Company operates and is always ready to anticipate the sustainability and progress of the Company. Policies regarding capability improvement programs for the Board of Directors are as follows:

1. Capability improvement programs are carried out in the context to improve the work effectiveness of the Board of Directors.
2. The program plan must be included in the Board of Directors Work Plan and Budget.
3. Directors participating in program are required to convey it to other Directors in order to share information and knowledge.
4. The relevant Directors draft report on the implementation of the Capability improvement program and submit it to other Directors.

For the fully information about the Competency development activities attended by the Board of Directors throughout 2023 is presented in the Company Profile chapter in this annual report.

## Execution of Duties and Responsibilities of the Board of Directors in 2023

Throughout the year 2023, the Board of Directors has issued various decisions in the operational, financial, and supporting aspects of the business through the policy instruments owned by the Board of Directors. The decisions and implementation of the Board of Directors' tasks in 2023 are as follows:

### Decisions, Recommendations, and Implementation of Board of Directors Duties in 2023

<b>Kuartal I Tahun 2023</b>	<ul style="list-style-type: none"> <li>• Preparation of MTF MPI Year 2023</li> <li>• Preparation for the implementation of MTF Internal Trip Year 2023</li> <li>• Concern about branches that have the lowest EPD and Recovery performance</li> <li>• Monitoring the MTF National Work Meeting event</li> <li>• Review and Adjustment of MTF Organizational Structure</li> <li>• Monitoring Audit Results on Bank Mandiri Audit Findings</li> <li>• Strategy Determination and Initiation of MTF BPR Team</li> <li>• Concern on MTF Customer Data Update</li> </ul>
<b>Kuartal II Tahun 2023</b>	<ul style="list-style-type: none"> <li>• Concern pada Sistem Accounting MTF</li> <li>• Melakukan reuiu terhadap proses scoring MTF</li> <li>• Melakukan Kajian dan Analisa atas Target Profit Rp 1 Triliun</li> <li>• Concern pada Strategi Anti Fraud</li> <li>• Persiapan dan Pelaksanaan RUPST MTF</li> <li>• Pembentukan Inisiasi Direct Impact Project terkait Efisiensi</li> <li>• Memonitor atas penandatanganan Pakta Integritas Karyawan MTF</li> <li>• Memonitor renovasi gedung MTF Lantai 21</li> <li>• Memonitor Hasil Audit Cabang Matraman, Padang, dan Bandung I</li> </ul>

<b>Kuartal III Tahun 2023</b>	<ul style="list-style-type: none"> <li>• Penyesuaian atas Perubahan Grading Customer MTF</li> <li>• Persiapan atas Penerapan ESG di Mandiri Group</li> <li>• Memonitor event Board Forum (MTF sebagai Tuan Rumah)</li> <li>• Melakukan reviu komposisi sektor batubara</li> <li>• Concern pada Laporan Rutin kepada Regulator</li> <li>• Concern pada Rencana Kerja Tim Anti Fraud MTF</li> <li>• Memonitor Pelaksanaan Program MDP (Manager Development Program) MTF – jalur prestasi</li> <li>• Penentuan Strategi Bisnis dan dan Financial Projection Tahun 2023 dan 2024</li> <li>• Memonitor Hasil Audit Cabang Kelapa Gading, Kebon Jeruk, Bintaro, Divisi Operation Support Management, Divisi Legal, dan SLIK.</li> </ul>
<b>Kuartal IV Tahun 2023</b>	<ul style="list-style-type: none"> <li>• Persiapan dan Pelaksanaan CGPI – Corporate Governance Perception Index</li> <li>• Memonitor Hasil Audit Regional 2 – Cabang Palembang Multiguna dan Cabang Padang, Cabang Denpasar, Regional 6, dan Regional 8.</li> <li>• Penyusunan SOP Pembiayaan Corporate Fleet</li> <li>• Concern pada Profitability by Holding</li> <li>• Pengkinian Ketentuan SOP APU PPT dan PPPSPM</li> <li>• Concern pada Penerapan Organ Manajemen Risiko sesuai Permen BUMN</li> </ul>

## Performance Assessment of Committees and Supporting Organs under the Board of Directors

In carrying out its management duties, the Board of Directors establishes committees under the Board as needed by the Company's business and in accordance with regulatory provisions. These committees are expected to create operational effectiveness and efficiency. The work units referred to are the Asset and Liability Committee (ALCO), the Credit Committee, and the Anti-Fraud Committee. The Board of Directors considers that both the Corporate Secretary and Internal Audit, as well as work units consisting of the Asset and Liability Committee (ALCO), the Credit Committee, and the Anti-Fraud Committee. The Board of Directors assesses that in 2023, these committees have effectively carried out their tasks and responsibilities, providing support to the Board in managing the Company's business in accordance with Good Corporate Governance (GCG) principles.

## Transparency of Information on the Board of Commissioners and Board of Directors

### Diversity in Composition of the Board of Commissioners and Board of Directors

The determination of the composition of the Company's Board of Commissioners is carried out by considering the needs and complexity of the company, including paying attention to the element of diversity in terms of knowledge, expertise, professional experience, and education to support the effectiveness of performing duties in addressing the increasingly dynamic business challenges. The diversity of the composition of the Board of Commissioners and Directors that supports the implementation of their duties and responsibilities are as follow.

Name and Position	Citizenship	Age	Gender	Educational Background	Expertise
<b>Board of Commissioners</b>					
Rico Adisurja Setiawan (President Commissioner)	Indonesia	52	Male	<ul style="list-style-type: none"> <li>• Master's Degree in Business Administration in the field of Finance</li> <li>• Bachelor's Degree in Science</li> </ul>	Administration in the field of Finance
Totok Priyambodo (Commissioner)	Indonesia	49	Male	Bachelor's Degree in Civil Engineering	Banking and Finance
Fendy Eventius Mugni (Independent Commissioner)	Indonesia	51	Male	<ul style="list-style-type: none"> <li>• Bachelor's Degree in Telecommunication Engineering;</li> <li>• Master's Degree in Sustainability Energy Program</li> </ul>	Telecommunications and the Environment

Name and Position	Citizenship	Age	Gender	Educational Background	Expertise
<b>Board of Directors</b>					
Pinohadi G. Sumardi (President Director)	Indonesia	53	Male	<ul style="list-style-type: none"> <li>Postgraduate Business - International Finance (S2)</li> <li>Bachelor's degree (S1) of Economics-Finance Management</li> </ul>	Finance
William Francis Indra (Director)	Indonesia	41	Male	<ul style="list-style-type: none"> <li>Master's Degree in Management,</li> <li>Bachelor's Degree in Mathematics</li> </ul>	Management
R. Eryawan Nurhariadi (Director)	Indonesia	52	Male	<ul style="list-style-type: none"> <li>Master's Degree in Management, Bachelor's Degree in Management Economics</li> </ul>	Economics Management

## Performance Assessment of the Board of Commissioners and Board of Directors

### Performance Assessment of the Board of Commissioners

The performance assessment on the Board of Commissioners is carried out through a self-assessment of the performance of the Board of Commissioners and is reported and accounted for at the GMS.

#### Procedures for the Implementation of the Board of Commissioners' Performance Assessment



The party conducting an assessment on the performance of the Board of Commissioners is the Board of Commissioners conducting an independent assessment on the performance of the Board of Commissioners in 2023 (self-assessment). In detail, the following is the performance assessment of the Board of Commissioners:

No	Indicator	Rating Weight	Achievement
1	The Board of Commissioners periodically holds Meetings of the Board of Commissioners at least 6 (six) times in 1 (one) year.	12,5%	100%
2	The Board of Commissioners periodically holds Joint Meetings with the Board of Directors at least 4 (four) times in 1 (one) year.	12,5%	100%
3	The Board of Commissioners participates in development of knowledge, expertise, and abilities through participation in seminars/training in accordance with their respective duties area at least 1 (one) time in 1 (one) year.	12,5%	100%



No	Indicator	Rating Weight	Achievement
4	The Board of Commissioners prepares and submits Business Plan Supervisory Report of Financial Company to the Regulator on a regular basis 2 (two) times in 1 (one) year.	12,5%	100%
5	The Board of Commissioners reviews, evaluates and provides approval on matters that must be approved by the Board of Commissioners based on the prevailing laws and regulations and the Company's Articles of Association.	12,5%	100%
6	The Board of Commissioners has ensured that the Board of Directors follows-up on audit findings and recommendations from the Internal Audit Division, external auditors, OJK supervision results and/or supervision results by other authorities.	12,5%	100%
7	The Board of Commissioners ensures the implementation of the principles and practices of Good Corporate Governance at all organization levels.	12,5%	100%
8	The Board of Commissioners ensures that the Committees under it, namely Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee and Integrated Governance Committee have performed their duties and functions properly and effectively according to applicable regulations. The indicators measured in carrying out the duties and functions of the committees under the Board of Commissioners are as follows: <ul style="list-style-type: none"> <li>• Implementation of Committee Meetings and Committee Work Plans</li> <li>• Attendance rate and participation in Committee Meetings</li> <li>• Submission of review results to the Board of Commissioner</li> </ul>	12,5%	100%

Overall, the results of the assessment of the Board of Commissioners in 2023 are very good, with all aspects of the assessment reaching 100%, so the performance of the Board of Commissioners during 2022 can be categorized as very good.

### Performance Assessment of the Board of Directors

The implementation process of performance assessment on the Board of Directors can be indicated by the Board of Directors' individual Key Performance Indicators (KPI) achievement as well as the Board of Directors collegial KPI, which is assessed by Shareholders via the General Meeting of Shareholders (GMS) mechanism. The Board of Directors' performance is evaluated based on KPI achievements previously agreed upon by shareholders, the Board of Commissioners, and the Board of Directors through the GMS mechanism. The criteria for assessing or evaluating the performance of the Board of Directors are based on the Key Performance

Indicator (KPI), namely:

1. Financial Perspective
2. Customer Perspective
3. Internal Business Process Perspective
4. Development Initiative

The parties evaluating the performance of the Board of Directors are the Board of Commissioners and the GMS. In assessing the performance of the Board of Directors, the Board of Commissioners refers to KPI indicators. Then, the Board of Commissioners and Board of Directors will be accountable for their performance achievements during the 2022 period, including the implementation of the duties and responsibilities of the Board of Commissioners and Board of Directors at the GMS to be held in 2023. The results of the performance assessment on the Board of Directors based on KPI is presented in the following table.

No.	Perspective	KPI	Weight	Proportion	Score
			30.0%		34.1
		<i>Net Income (Rp M)</i>	10.0%	In accordance with RKAP	12.0
1	Finance	<i>PPOP (Pre Provison Operating Profit) (Rp. M)</i>	10.0%	In accordance with RKAP	12.0
		<i>Return on Equity (ROE) (%)</i>	5.0%	In accordance with RKAP	5.3
		<i>Gearing Ratio (x)</i>	5.0%	In accordance with RKAP	4.8

No.	Perspective	KPI	Weight	Proportion	Score
			30.0%		30.2
2	Customer	Bade Joint Finance (JF)	20.0%	In accordance with RKAP	19.5
		Marketshare - Bade OJK (%)	5.0%	On target	5.4
		Pembiayaan Porsi Captive (%)	5.0%	On target	5.4
			25.0%		28.105
3	Internal Business Processes	Finance at Risk (%)	5.0%	On target	6.5
		CKPN to Finance at Risk (FAR Coverage) (%)	5.0%	On target	6.5
		Cost of Credit (CoC) (%)	5.0%	In accordance with RKAP	3.865
		Cost to Income Ratio (%) - CER	5.0%	In accordance with RKAP	6.24
		Minimum Fulfillment Percentage of IT Requirements (%)	2.5%	On target	2.5
		Percentage of Mandiri Subsidiary Management Principles Guideline (MSMPG) minimum compliance (%)	2.5%	On target	2.5
			15.0%		15.0
4	Development	Implementation of Project Sydney	10.0%	On target	10.0
		Study of the B2B and B2B2C automotive business ecosystem (%)	5.0%	On target	5.0
<b>TOTAL</b>			<b>100.0%</b>		<b>107.4</b>

Overall, assessment results of the Board of Directors in 2022 were achieved well, with all assessment aspects reaching 107.44%, so that the performance of the Board of Directors during 2022 can be categorized as very good.

## Nomination of the Board of Commissioners and Board of Directors

The nomination policy of the Company's Board of Commissioners and Board of Directors is based the policy of PT Bank Mandiri (Persero) Tbk as the Company's Majority/Controlling Shareholder.

### Criteria and Requirements for the Board of Commissioners and Board of Directors

Criteria for the Board of Commissioners:

1. Having good character, moral, and integrity;
2. Capable in carrying out legal actions;
3. Passed the assessment of competence and propriety as required by applicable laws and regulations;
4. Within 5 (five) years prior to appointment and while serving:
  - a. Never been declared bankrupt;
  - b. Never been member of the Board of Directors and/or the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to

the financial sector; and

- d. Never been member of the Board of Directors and/or Board of Commissioners who during his/her tenure:
  - Failed to hold an annual GMS;
  - Responsibilities as member of the Board of Directors and/or the Board of Commissioners once unaccepted by the GMS or failed to provide accountability as members of the Board of Directors and/or the Board of Commissioners to the GMS; and
  - Ever caused a company that obtained a permit, approval, or registration from the Financial Services Authority failed to fulfill the obligation to submit annual report and/or financial statement to Financial Services Authority.
5. Have a commitment to comply with the laws and regulations; and
6. Have knowledge and/or expertise in the field required by the Issuer or Public Company.
7. Having domicile in accordance with the provisions of

- applicable laws and regulations;
8. Bagi warga negara asing wajib memiliki perizinan yang ditetapkan peraturan perundang-undangan yang berlaku untuk menetapkan dan bekerja di Indonesia dan memiliki pengetahuan terutama mengenai kondisi perekonomian, budaya dan bahasa Indonesia;
  9. Dilarang melakukan rangkap jabatan sebagai anggota Dewan Komisaris pada lebih dari 3 (tiga) Perusahaan lain. Tidak termasuk dalam rangkap jabatan yaitu:
    - a. Anggota Dewan Komisaris non independen menjalankan tugas fungsional dari pemegang saham Perusahaan yang berbentuk badan hukum pada kelompok usahanya;
    - b. Anggota Dewan Komisaris menduduki jabatan pada organisasi atau lembaga nirlaba. Sepanjang yang bersangkutan tidak mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Dewan Komisaris Perusahaan.
  10. Memiliki sertifikasi keahlian di bidang pembiayaan dari lembaga yang ditunjuk oleh asosiasi;
  11. Memahami peraturan perundang-undangan di bidang pembiayaan dan peraturan perundang-undangan lain yang relevan;
  12. Memenuhi kriteria lain yang ditetapkan oleh regulator dan/atau peraturan perundang-undangan yang berlaku; dan
  13. Has never been a member of the Board of Directors of the same Company within the last 6 (six) months.

### Criteria and Requirements for the Board of Directors

Criteria for the Company's Board of Commissioners are:

1. Having good character, morals, and integrity;
2. Capable in carrying out legal actions;
3. Within 5 (five) years prior to appointment and while serving:
  - a. Never been declared bankrupt;
  - b. Never been member of the Board of Directors and/or the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
  - d. Never been member of the Board of Directors and/or the Board of Commissioners who during his tenure:
    - Failed to hold an annual GMS;
    - Responsibilities as member of the Board of Directors and/or the Board of Commissioners

once unaccepted by the GMS or failed to provide accountability as members of the Board of Directors and/or the Board of Commissioners to the GMS; and

- Ever caused a company that obtained a permit, approval, or registration from the Financial Services Authority failed to fulfill the obligation to submit annual report and/or financial statement to Financial Services Authority.
4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
  5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan

All members of the Board of Directors and Board of Commissioners have met the applicable formal and material requirements, the formal requirements are general in nature, in accordance with applicable laws and regulations, while the material requirements are specific in nature, which are adjusted to the needs and nature of the Company's business.

### Nomination Process of the Board of Commissioners and Board of Directors

The mechanism for nomination, appointment, and dismissal of the Board of Commissioners and Board of Directors is implemented through shareholders decision which is then effective through Fit & Proper Test following regulations from the OJK as the regulator in the financial sector. The mechanism for dismissing the Board of Commissioners and Board of Directors can be carried out at any time with the approval from the shareholders and is declared not to meet the criteria for the following reasons:

1. Proven not able to fulfill obligations as agreed in the Management Contract.
2. Proven not able to carry out obligations properly.
3. Proven not to implement the laws and/or provisions contained in the Company's Articles of Association.
4. Proven to be involved in actions that are detrimental to the Company and/or the State.
5. Proven to act violating ethics and/or propriety which are the obligations of all members of the Board of Directors.
6. Proven guilty based on a court decision that has permanent legal force.
7. Resignation.

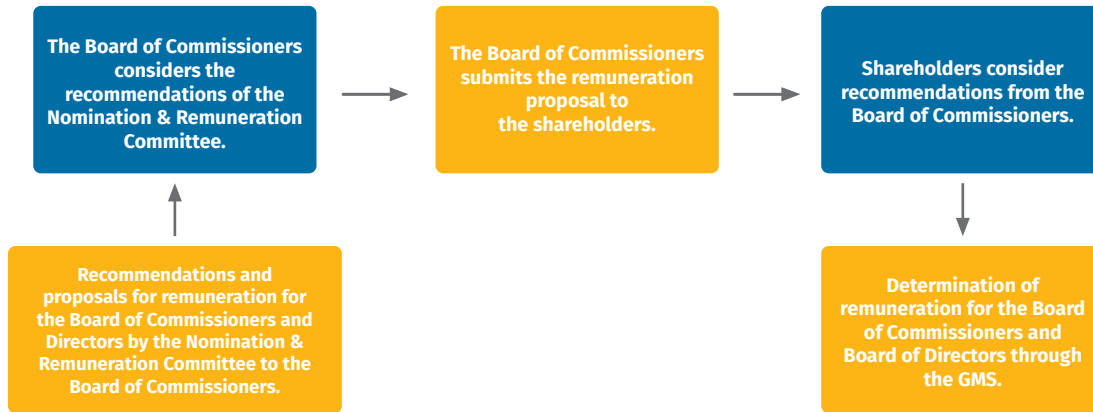
### Proposal Procedure Up to Determination of Remuneration for the Board of Commissioners and Board of Directors

The procedure for determining the remuneration of the Company's Board of Commissioners and Board of Directors is carried out by shareholders through GMS by taking into account the results of studies by the Company.

# Remuneration of the Board of Commissioners and Board of Directors

Remuneration for members of the Board of Commissioners and Board of Directors is based on the formula determined by shareholders through GMS. It has been reviewed by the Board of Commissioners and Nomination & Remuneration Committee through analysis by the shareholders. The decision to determine the remuneration for the Board of Commissioners and the Board of Directors is determined through the GMS.

## Scheme of Proposal Procedures up to Detrmination of Remuneration for the Board of Commissioners and Board of Directors



## Remuneration Structure of the Board of Commissioners and Board of Directors

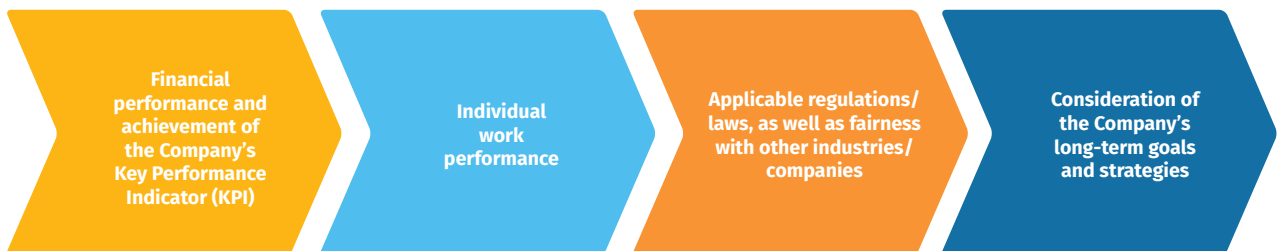
The income components of the Board of Commissioners and Board of Directors consist of Salary/Honorarium, Allowances and Facilities, as well as Performance Tantiem/Incentives as work bonuses. The following is the remuneration structure and components for the Board of Commissioners and Board of Directors:

Remuneration Structure of the Board of Commissioners	Remuneration Structure of the Board of Directors
<p><b>Honorarium of The Board of Commissioners</b> Fixed income in the form of money received every month due to position as members the Company's Board of Commissioners, with the following conditions:</p> <ul style="list-style-type: none"> <li>• Calculation of the President Commissioner's salary is 45% of the President Director's the salary;</li> <li>• Calculation of Commissioners salary is 90% of the President Commissioner's salary.</li> </ul>	<p><b>Salary of The Board of Directors</b> Fixed income in the form of money received every month due to position as members of the Company's Board of Directors, with the following conditions:</p> <ul style="list-style-type: none"> <li>• President Director's salary is determined using internal shareholders guidelines.</li> <li>• Salary of other members of the Board of Directors are determined by the composition of Position Factors of 90% of President Director's salary.</li> <li>• The GMS is able to establish different Position Factors to the provisions referred to if it is deemed more able to reflect equality and fairness in carrying out the responsibilities of each member of the Board of Directors and the ability of the Company.</li> </ul>
<p><b>Board of Commissioners Allowances</b> Income in the form of money or which can be valued in terms of money received at a certain time by members of the Board of Commissioners other than Honorarium.</p>	<p><b>Board of Directors Allowances</b> Income in the form of money or can be valued in terms of money received at a certain time by members of the Board of Directors other than salary.</p>
<p><b>Facilities of The Board of Commissioners</b> Penghasilan berupa sarana dan/atau kemanfaatan Income in the form of facilities and/or benefits and/or guarantees used/ utilized by members of the Board of Commissioners in the context of implementing duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:</p> <ul style="list-style-type: none"> <li>• Health Facilities/Insurance</li> <li>• Legal Assistance Facility</li> </ul>	<p><b>Facilities of The Board of Directors</b> Income in the form of facilities and/or benefits and/or guarantees used/ Utilized by members of the Board of Directors in the context of implementing duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:</p> <ul style="list-style-type: none"> <li>• Health Facilities/Insurance</li> <li>• Legal Assistance Facility</li> </ul>

Remuneration Structure of the Board of Commissioners	Remuneration Structure of the Board of Directors
<p><b>Tantiem/Performance Incentives for The Board of Commissioners</b></p> <p>Tantiem adalah Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian.</p> <ul style="list-style-type: none"> <li>• Performance incentives are income as award given to members of the Board of Commissioners.</li> </ul>	<p><b>Tantiem of The Board of Directors</b></p> <p>Tantiem is given as an additional form of Long-Term Incentive (LTI)</p> <ul style="list-style-type: none"> <li>• Tantiem is income as award given to members of the Board of Directors in the event that they earn profits and experienced no accumulated losses.</li> <li>• Performance incentives are income as award given to members of the Board of Directors in the event there is an increase in performance even though it still suffers losses or accumulated losses.</li> </ul>

### Basic Policy Related to Indicators and Determination of Remuneration for the Board of Commissioners and the Board of Directors in 2023

Remuneration for the Board of Directors and Board of Commissioners refers to the decisions of the shareholders as stipulated in the GMS by taking into account the results of studies by the Company. The study results are the material proposed by the Board of Commissioners to be submitted to the Shareholders. Based on Article 96 paragraph (1) Law No. 40 of 2007 on Limited Liability Company, which regulates the amount of salary and allowances for the Board of Directors is determined by the GMS resolution. Based on Article 96, paragraph (2), the authority can be delegated to the Board of Commissioners. The following are aspects of the review of the determination of the remuneration of the Board of Commissioners and the Board of Directors.



The Board of Commissioners determines the basis for determining remuneration for the Board of Directors based on the balance scorecard method using predetermined parameters.

The performance assessment of the Board of Directors during 2023 was carried out based on the balance scorecard method using the following parameters:

1. Performance achievement in accordance with the Company's Work Plan and Budget (RKAP), which includes achieving target financial figures, such as volume of financing, profitability, joint financing, cost efficiency ratio, cost of credit, and non-performing financing receivables.
2. Improvement and development of financing business processes, including credit processes, operational processes, marketing processes, and collection processes.
3. Expansion of business networks and increase in alliance cooperation.
4. Strategic with the Group and the development of cooperation with dealers and showrooms.
5. Development of human capital and enhancement of corporate branding.

## Transparency of Remuneration of the Board of Commissioners and Board of Directors in 2023

The following is information on the nominal amount of remuneration for the Board of Commissioners and Board of Directors:

Remuneration Component	Position	
	Board of Commissioners (3 positions) (Rp)	Board of Directors (3 positions) (Rp)
Salary/Honorarium	2.511.490.000	5.673.600.000
Allowance	2.465.299.335	7.737.573.464
Health Insurance	128.947.739	163.115.200
Jamsostek	-	239.507.450
Bonus/Tantiem	2.603.250.000	6.750.000.000
Holiday Allowance	229.236.400	504.574.443

Based on the data on the components of remuneration received by the Board of Commissioners and the Board of Directors, the calculation of nominal remuneration based on position is as follows:

Description	Total (Rp)
Total Remuneration of the Board of Commissioners	7.938.223.474
Total Remuneration of the Board of Directors	21.068.370.557
<b>Total Remuneration of the Board of Commissioners and Board of Directors in 2023</b>	<b>29.006.594.031</b>

## Salary Ratio Information

The salary compared to the salary ratio is the reward received by members of the Board of Directors, Board of Commissioners and employees in the latest month of the reporting year. The ratio of the highest and lowest salary, in the following comparison scale:

1. the ratio of the highest and lowest employee salary;
2. the ratio of the highest and lowest salary of members of the Board of Directors;
3. the ratio of the highest and lowest salary of members of the Board of Commissioners; and
4. the ratio of the highest Directors and highest employee salary.

The following is information regarding the salary ratio of the Company's Board of Commissioners, Board of Directors and Employee:

Ratio	2023	2022
The ratio of the highest and lowest salary of members of the Board of Directors	1:1,18	1:1,18
The ratio of the highest and lowest salary of members of the Board of Commissioners	1:1,36	1:1,36
The ratio of the highest Board of Directors and highest employee salary	1:1,27	1:1,27
The ratio of the highest and lowest employee salary	1:64,37	1:64,75

Note: The highest employees in the table above are Board of Directors, while the lowest employees are staffs

# Meeting of the Board of Commissioners and the Board of Directors

## Meeting of the Board of Commissioners

The guidelines for the Board of Commissioners stipulate that meetings should be held at least every 2 (two) months, and during these meetings, the Board of Commissioners may invite the Board of Directors. All decisions by the Board of Commissioners are made during the Board of Commissioners meetings. The Board of Commissioners may convene a meeting at any time upon the request of 1 (one) or several members of the Board of Commissioners, at the request of the Board of Directors, or upon a written request from 1 (one) or several Shareholders representing at least 1/10 (one-tenth) of the total voting shares, specifying the matters to be discussed.

Di In 2023, the Board of Commissioners held 6 Internal Meetings of the Board of Commissioners. The following is the agenda and minutes of meetings, attendance, and a recapitulation of the level of attendance of the Board of Commissioners at these meetings.

### Recapitulation of Board of Commissioners Attendance at Board of Commissioners Internal Meetings

Board of Commissioners	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Rico Adisurja Setiawan (President Commissioner)	6	6	100%
Totok Priyambodo (Commissioner)	6	6	100%
Fendy Eventius Mugni (Independent Commissioner)**	3	3	100%
Ravik Karsidi (Independent Commissioner)*	3	3	100%
Average			100%

\*) dismissed at the GMS on June 27, 2023

\*\*) active on December 8, 2023 after the decision of the fit and proper test results by OJK

### Minutes of Internal Meetings of the Board of Commissioners and Attendance of the Board of Commissioners

Venue & Date	Meeting Agenda	Meeting Participants	Reasons for the Absence of the Board of Commissioners
Jakarta, January 24, 2023	<ul style="list-style-type: none"> <li>Discussion of the Audit Committee Report</li> <li>Discussion of the Risk Monitoring Committee Report</li> </ul>	Board of Commissioners	-
Jakarta, March 24, 2023	<ul style="list-style-type: none"> <li>Discussion of the Audit Committee Report</li> <li>Discussion of the Risk Monitoring Committee Report</li> <li>Discussion on the Increase in Bank Facility Loans and Disclosure of Bond Issuance</li> </ul>	Board of Commissioners	-
Jakarta, June 27, 2023	<ul style="list-style-type: none"> <li>Discussion of the Audit Committee Report</li> <li>Discussion of the Risk Monitoring Committee Report</li> <li>Discussion on the Increase in Facility Loans from Bank of India, Bank Maspion, Bank Danamon, Bank Panin, PT Sarana Multigriya Finansial (SMF)</li> </ul>	Board of Commissioners	-
Jakarta, September 21, 2023	<ul style="list-style-type: none"> <li>Discussion of the Audit Committee Report</li> <li>Discussion of the Risk Monitoring Committee Report</li> </ul>	Board of Commissioners	-
Jakarta, October 20, 2023	Discussion on Corporate Governance Perception Index (CGPI) Preparation	Board of Commissioners	-
Jakarta, November 2, 2023	Further Discussion Regarding the Proposed 2024 RKAP (Annual Work Plan and Budget)	Board of Commissioners	-

### Recapitulation of the Attendance of the Board of Commissioners at the GMS

Board of Commissioners	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Rico Adisurja Setiawan (President Commissioner)	2	2	100%
Totok Priyambodo (Commissioner)	2	2	100%
Fendy Eventius Mugni (Independent Commissioner)**	1	1	100%
Ravik Karsidi (Independent Commissioner)*	1	1	100%

\*) dismissed at the GMS on June 27, 2023

\*\*\*) active as of December 8, 2023 after the decision on the fit and proper test results by the OJK

### Board of Directors Meeting

The Board of Directors holds internal meetings at least once a month with a monthly agenda prepared by the Corporate Secretary. Please provide information on the meeting obligations in the board manual.

The meeting decision-making mechanism implemented by the Board of Directors refers to the Work Guidelines. Decisions of the Board of Directors meetings are taken based on deliberation to reach consensus. In the event that a consensus agreement is not reached, the decision is taken based on the most votes. The Board of Directors meeting consists of internal meetings and meetings by inviting the Directors to discuss various aspects of the Company's operational and financial management.

Throughout 2023, the Board of Directors held 51 meetings. The following is the agenda and minutes of meetings, attendance, and a recapitulation of the level of attendance of the Directors at these meetings.

### Recapitulation of Board of Directors Attendance at Board of Directors Meetings

Board of Directors	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Pinohadi G. Sumardi (President Director)	51	51	100%
William Francis Indra (Director)	51	50	98%
R. Eryawan Nurhariadi (Director)	51	48	94%
<b>Average</b>	<b>51</b>	<b>49.67</b>	<b>97.39%</b>

### Minutes of Meeting and Attendance of the Board of Directors

Venue & Date	Meeting Agenda	Participants	Reason of Absence
Jakarta, January 2, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, January 9, 2023	Board of Directors General Discussion Discussion on Finalizing MPI 2023	All Member of the Board of Directors	-
Jakarta, January 16, 2023	Board of Directors General Discussion Discussion on Collection Review Final Internal Trip Update Discussion on MTF's Anniversary and National Meeting 2023 Policy Discussion on WO and Repo Sold	All Member of the Board of Directors	-



### Minutes of Meeting and Attendance of the Board of Directors

Venue & Date	Meeting Agenda	Participants	Reason of Absence
Jakarta, January 30, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update Meeting of Sales & Credit (Billionaire Stars) & Best Employee Event (Star of The Year)		
	Discussion on Risk Profile Q4-2022		
Jakarta, February 6, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Worst Performing Branches EPD (Kelapa Gading Branch, Pecenongan Branch, Bandung 2 Branch, Surabaya 2 Branch)		
	Board of Directors General Discussion		
Jakarta, February 13, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Kickoff Meeting for Annual Report (AR) and Sustainability Report (SR) 2022		
Jakarta, February 20, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on OS Jamkrindo Claim		
	Discussion on Board Forum Q4-2022 Agenda		
Jakarta, February 27, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on MTF Organizational Structure		
	Discussion on Confirmation Results & Decision of Employee Sanctions on BMRI Audit Findings		
Jakarta, March 6, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	National EPD Presentation		
Jakarta, March 13, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, March 14, 2023	Update on Matraman Branch Investigation	All Member of the Board of Directors	-
	Discussion on Management Letter		
Jakarta, March 20, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Presentation on the Performance of the Worst EPD (Palembang 2, Bukittinggi Branches)		
Jakarta, March 27, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on Company Health Level Material - OJK		
Jakarta, April 3, 2023	Update on BPR Retail 2023 Management Aspiration	Seluruh Direksi	-
	Board of Directors General Discussion		
	Discussion on Accounting System		
Jakarta, April 10, 2023	Discussion on Analysis of Rp 1 Trillion Profit	All Member of the Board of Directors	-
	Update on Business Process Re-Engineering for BPR Fleet 2023		
	Board of Directors General Discussion		
Jakarta, April 17, 2023	Discussion on WMP Credit Retail	All Member of the Board of Directors	-
	Discussion on VIP Trip		
	Discussion on Periklindo Electric Vehicles Show 2023		
Jakarta, April 17, 2023	Discussion on Trip Itinerary	All Member of the Board of Directors	-
	Discussion on Fintech Channeling		
	Discussion on Profits of Rp 1.2 T		

### Minutes of Meeting and Attendance of the Board of Directors

Venue & Date	Meeting Agenda	Participants	Reason of Absence
Jakarta, May 2, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on MTF Investor Gathering 2023		
	Discussion on MTF HO Space Rental Needs		
Jakarta, May 8, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, May 16, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on MTF Investor Gathering 2023		
Jakarta, May 22, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on MTF Golf Tournament 2023		
	Discussion on Proposal for Direct Impact Project Initiative Regarding Efficiency		
Jakarta, May 29, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, June 5, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Best Employee All Supervisor (SPV) Meeting and Best Employee Trip		
Jakarta, June 19, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on GIIAS Semarang 2023		
Jakarta, June 26, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on Sanctions Decision Regarding Investigation Results at Branches Padang, Matraman, and Bandung I		
Jakarta, July 3, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, July 10, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on Changes to MTF Customer Grading		
Jakarta, July 17, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on Golf Tournament 3.0		
	Discussion on GIIAS 2023		
	Discussion on Shared Service Mandiri Group (Project Orion)		
	Update on the Implementation of ESG in Mandiri Group		
Jakarta, July 24, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on the Board Forum Q2-2023 (MTF & MUF as Host)		
Jakarta, July 31, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Review of the Composition of the Batubara Sector		
Jakarta, August 7, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on the Implementation of the Board Forum Q2 2023		
Jakarta, August 8, 2023	Discussion on Routine Reports to Regulator	All Member of the Board of Directors	-
Jakarta, August 14, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Anti-Fraud Work Plan & Changes to the Structure of the Fraud Committee & Discipline Committee		
Jakarta, August 21, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-

### Minutes of Meeting and Attendance of the Board of Directors

Venue & Date	Meeting Agenda	Participants	Reason of Absence
Jakarta, August 28, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Committee Project Update - Digital Project		
	Restructuring and Auction Sales Allocation		
Jakarta, September 4, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, September 11, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Sanction Decisions Resulting from Branch Audit Findings for Kelapa Gading, Kebon Jeruk, and Bintaro Branches		
Jakarta, September 18, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Final Update on Spectravel - Reward Trip for National Dealers		
	Discussion on Settlement of Jamkrindo Claims		
Jakarta, September 25, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Low Down Payment NC Passenger & Implementation of NC Commercial Truck		
	Update on Business Strategy and Financial Projection for 2023 and 2024		
	Discussion on General Audit Results of Operation, Legal, & SLIK as well as Investigation Results of Bandung I Branch		
Jakarta, October 2, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	2024 Business Strategy Update		
Jakarta, October 9, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Corporate Secretary Strategy Discussion		
Jakarta, October 16, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Bank Mandiri's Whitelist Program & MTF's Autofiesta Event		
Jakarta, October 23, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Update on Sanctions Decision Resulting from Investigation: Regional 5,6,7,8, Padang, Multiguna Palembang		
Jakarta, October 30, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Fleet & Retail BPR Update		
Jakarta, November 6, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on MTF's Response to Letter from BMRI Regarding the Quality Case of the Palembang Branch		
Jakarta, November 13, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
Jakarta, November 20, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Fraud Findings in MTF Business Processes (Matraman Branch, Kebon Jeruk, Bintaro, & Denpasar)		
	Discussion on Implementation of Review of MTF Soundness Assessment Methodology for Semester 2 - 2023		
	Discussion on Settlement of Jamkrindo Claims		
Jakarta, November 27, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on PEVS 2024 Sponsorship		
	Further Discussion on Fraud Case Material (Update from Bank Mandiri Director)		
	Discussion on Authorization Provisions for Corporate Fleet Financing Decision Makers		

### Minutes of Meeting and Attendance of the Board of Directors

Venue & Date	Meeting Agenda	Participants	Reason of Absence
Jakarta, December 4, 2023	Board of Directors General Discussion	All Member of the Board of Directors	-
	Discussion on Credit & Accounts Receivable Function Organizational Structure		
	Discussion on Profitability by Holding		
Jakarta, December 11, 2023	Discussion on Drafting Annual Report (AR) & Sustainability Report (SR)	All Member of the Board of Directors	-
	Board of Directors General Discussion		
	Performance Update on MTF 1 Access Implementation		
Jakarta, December 18, 2023	Discussion on Support Data for Closing Financial Reports	All Member of the Board of Directors	-
	Board of Directors General Discussion		
	Discussion on Liquidity & Pricing Conditions MTF - ALCO		
Jakarta, December 27, 2023	Discussion on Health Insurance	All Member of the Board of Directors	-
	Discussion on Implementation of Risk Management Organization in accordance with Ministry of SOEs Regulations		
	Board of Directors General Discussion		

### Recapitulation of Board of Directors Attendance at GMS

Board of Directors	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Pinohadi G. Sumardi (President Director)	2	2	100
William Francis Indra (Director)	2	2	100
R. Eryawan Nurhariadi (Director)	2	2	100

### Joint Meeting of the Board of Commissioners and Board of Directors

A joint meeting serves as a coordination platform to discuss the periodic reports of the Board of Directors and provide feedback, notes, and advice documented in the meeting minutes. Decisions are made based on the principle of deliberation for consensus or by majority vote and are binding for follow-up actions. Joint meetings between the Board of Commissioners and the Board of Directors are held at least once every four months or as needed. Meeting minutes are prepared by the Corporate Secretary after the meeting and signed by all attending members of the Board of Directors and the Board of Commissioners.

Throughout the year 2023, joint meetings between the Board of Commissioners and the Board of Directors were held five times. The agenda, meeting minutes, attendance, and a summary of the attendance levels of the Board of Commissioners and the Board of Directors in these meetings are provided below.

### Recapitulation of Attendance of the Board of Commissioners and the Board of Directors at Joint Meetings

Position	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Rico Adisurja Setiawan (President Commissioner)	5	5	100%
Totok Priyambodo (Commissioner)	5	5	100%
Fendy Eventius Mugni (Independent Commissioner)**	2	2	100%

#### Recapitulation of Attendance of the Board of Commissioners and the Board of Directors at Joint Meetings

Position	Number of Mandatory Meetings	Number of Attendance	Attendance (%)
Ravik Karsidi (Independent Commissioner)*	3	3	100%
Pinohadi G. Sumardi (President Director)	5	5	100%
William Francis Indra (Director)	5	5	100%
R. Eryawan Nurhariadi (Director)	5	4	80%
Average			98%

\*) dismissed at the GMS on June 27, 2023

\*\*) active on December 8, 2023 after the decision of the fit and proper test results by OJK

#### Minutes of Joint Meeting of the Board of Commissioners and Board of Directors

Venue & Date	Meeting Agenda	Meeting Participant	Reason for Absence of the Board of Commissioners and Board of Directors
Jakarta, January 24, 2023	Update on COVID-19 Situation in MTF and MTF Performance Update	The Board of Commissioners and the Board of Directors	-
Jakarta, March 24, 2023	Update Performance MTF	The Board of Commissioners and the Board of Directors	-
Jakarta, June 27, 2023	<ul style="list-style-type: none"> <li>MTF Performance Update</li> <li>Presentation of Revised RKAP 2023</li> </ul>	The Board of Commissioners and the Board of Directors	-
Jakarta, September 21, 2023	<ul style="list-style-type: none"> <li>Discussion on Additional Loan Facilities from CCB Indonesia, DBS Bank, BRI Bank &amp; Mandiri CBC</li> <li>MTF Performance Update</li> </ul>	The Board of Commissioners and the Board of Directors	-
Jakarta, October 20, 2023	<ul style="list-style-type: none"> <li>MTF Performance Update</li> <li>Proposal for RKAP 2024</li> </ul>	The Board of Commissioners and the Board of Directors	-

## Disclosure of Affiliation Relationships between the Board of Directors, Board of Commissioners, and Major Shareholders and/or Controllers

The shareholders are legal entities that lawfully own shares of the Company. The majority shareholder of the Company is PT Bank Mandiri (Persero) Tbk, which owns 51.00% of the Company's shares. Meanwhile, PT Tunas Ridean owns 49.00% of the Company's shares. Both of these Shareholders act as the Controlling Shareholders of the Company.

Disclosure of Affiliation Relationships Between the Board of Directors, Board of Commissioners, and Major Shareholders/Controllers Major Shareholders/Controllers, the Board of Commissioners, and the Board of Directors mutually respect the execution of their duties, responsibilities, and authorities in accordance with the prevailing laws and the Articles of Association. The Board of Commissioners and the Board of Directors of the Company have guidelines and rules of procedure that include their respective responsibilities, obligations, authorities, and rights.

In accordance with the Company's Articles of Association, there is no family relationship up to the third degree among members of the Board of Commissioners as well as between members of the Board of Commissioners and the Board of Directors, either in a straight line or sideways or seminal relationship. Family relationship of members of the

Board of Commissioners and fellow members of the Board of Commissioners and/or Board of Directors and Majority/Controlling Shareholders is presented in the following table.

Name & Position	Affiliate Relationship		
	Board of Commissioners	Board of Directors	Shareholders
<b>Board of Commissioners</b>			
Rico Adisurja Setiawan (President Commissioner)	X	X	V
Totok Priyambodo (Commissioner)	X	X	V
Fendy Eventius Mugni (Independent Commissioner)	X	X	X
<b>Board of Directors</b>			
Pinohadi G. Sumardi (President Director)	X	X	X
William Francis Indra (Director)	X	X	X
R. Eryawan Nurhariadi (Director)	X	X	X

Ket: V= there is an affiliation | X = there is no affiliation

## Disclosure of Concurrent Positions of the Board of Commissioners and Board Directors

In accordance with the provisions of OJK Regulation No. 30/POJK.05/2014 as amended by OJK Regulation No. 29/POJK.05/2020 concerning Good Corporate Governance for Financing Companies, regarding concurrent positions of members of the Board of Commissioners, it is regulated as follows:

- Members of the Board of Commissioners are prohibited from holding concurrent positions as members of the Board of Commissioners in more than 3 other financing companies.
- Concurrent positions are not included if:
  - Non-independent members of the Board of Commissioners perform functional tasks on behalf of the shareholders of a financing company that is a legal entity within its business group; and/or
  - Members of the Board of Commissioners hold positions in non-profit organizations or institutions, provided that they do not neglect their duties and responsibilities as members of the Board of Commissioners of the financing company.

Additionally, as an issuer, members of the Board of Commissioners are also subject to regulations regarding concurrent positions stipulated in OJK Regulation No. 33/

POJK.04/2014 concerning Directors and Commissioners of Issuers or Public Companies, which include the following provisions:

- Members of the Board of Commissioners may hold concurrent positions as:
  - Directors in a maximum of 2 (two) other issuers or public companies; and
  - Commissioners in a maximum of 2 (two) other issuers or public companies.
- In the event that members of the Board of Commissioners do not concurrently hold positions as Directors, they may hold positions as Commissioners in a maximum of 4 (four) other issuers or public companies.
- Members of the Board of Commissioners may hold concurrent positions as members of committees in a maximum of 5 (five) committees in issuers or public companies where they also serve as members of the Board of Directors or Board of Commissioners.
- In the event that there are other laws and regulations governing concurrent positions that differ from the provisions in this OJK regulation, the stricter provisions shall apply.

Similarly, with regard to the members of the Board of Directors, the matter of holding concurrent positions for members of the Company's Board of Directors is regulated, among others, in OJK Regulation No. 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies and OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. In accordance with the provisions of Article 9 of OJK Regulation No.30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies, members of the Board of Directors of Financing Companies are prohibited from holding concurrent positions except as members of the Board of Commissioners in a maximum of 3 (three) other financing companies. The exception to holding concurrent positions is when a member of the Board of Directors is responsible for overseeing investments in subsidiaries engaged in financing, performing functional duties as a member of the Board of Commissioners in subsidiaries controlled by the Company, provided that such concurrent positions do not result in neglect of duties and authorities as a member of the Board of Directors of the Company.

In accordance with Article 6 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the provisions regarding concurrent positions for members of the Board of Directors are regulated as follows:

1. Members of the Board of Directors may hold concurrent positions as:
  - a. Members of the Board of Directors in a maximum of 1 (one) other issuer or public company;

- b. Members of the Board of Commissioners in a maximum of 3 (three) other issuers or public companies; and/or
  - c. Members of committees in a maximum of 5 (five) committees in issuers or public companies where they also serve as members of the Board of Directors or Board of Commissioners.
2. Concurrent positions may only be held as long as they do not conflict with other laws and regulations.
  3. In the event that other laws and regulations stipulate provisions regarding concurrent positions that differ from the provisions of this OJK Regulation, the stricter provisions shall apply.

The holding of concurrent positions as mentioned above may only be done as long as they do not conflict with other laws and regulations. In the event that other laws and regulations stipulate provisions regarding concurrent positions that differ from the provisions of this OJK Regulation, the stricter provisions shall apply.

Based on the data available to us up to the date of issuance of this Annual Report, all members of the Board of Commissioners and the Board of Directors still comply with the provisions regarding concurrent positions as regulated in OJK Regulation No. 30/POJK.05/2014, POJK No. 29/POJK.05/2020, and OJK Regulation No. 33/POJK.04/2014.

Below is the disclosure of concurrent positions held by the Board of Commissioners and the Board of Directors of the Company as of December 31, 2023.

Name & Position	Management in Other Companies		
	As Member of the Board of Commissioners	As Member of the Board of Directors	Other Positions
<b>Board of Commissioners</b>			
Rico Adisurja Setiawan (President Commissioner)	V	V	V
Totok Priyambodo (Commissioner)	X	X	V
Fendy Eventius Mugni (Independent Commissioner)	V	X	V
<b>Board of Directors</b>			
Pinohadi G. Sumardi (President Director)	X	X	X
William Francis Indra (Director)	X	X	X
R. Eryawan Nurhariadi (Director)	X	X	X

President Commissioner, Rico Adisurja Setiawan, has the following concurrent positions:

- 1997 – Present : President Director of PT Tunas Mobilindo Parama
- 2005 – Present : President Director of PT Tunas Asset Sarana
- 2005 – Present : President Director of PT Surya Mobil Megahtama
- 2005 – Present : Director of PT Surya Sudeco
- 2010 – Present : President Director of PT Tunas Ridean Tbk
- 2010 – Present : Commissioner of PT Rahardja Ekalancar
- 2013 – Present : President Commissioner of PT Tunas Dwipa Matra
- 2015 – Present : President Commissioner of PT Asia Surya Perkasa
- 2017 – Present : President Commissioner of

PT Mobilindo Perkasa

- 2017 – Present : President Commissioner of PT Mandiri Tunas Finance

Independent Commissioner, Fendy Eventius Mugni, holds concurrent positions as follows:

- Since 2015 - Present: Independent Commissioner of PT Hotel Indonesia Natour (Persero)
- Since 2023 - Present: Independent Commissioner of PT Mandiri Tunas Finance

Commissioner, Totok Priyambodo, holds concurrent positions as follows:

- Since 2020 - Present: Senior Executive Vice President Commercial Banking of PT Bank Mandiri (Persero) Tbk.
- Since 2022 - Present: Commissioner of PT Mandiri Tunas Finance

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

Share ownership of members of the Board of Commissioners and the Board of Directors of the Company and other companies is always disclosed regularly through a list of shareholdings of members of the Board of Commissioners and the Board of Directors. All members of the Board of Commissioners and the Board of Directors must submit the disclosure of securities purchase and sale transactions to FSA no later than 10 days after the transaction occurred. The following is the transparency of the Company's share ownership by the Board of Commissioners and the Board of Directors, and share ownership of other companies above 5% by the Board of Commissioners and the Board of Directors of the Company, which can cause potential conflicts of interests in decision making.

### Share Ownership of the Board of Commissioners and the Board of Directors as of December 31, 2023

Name & Position	Share Ownership	
	Mandiri Tunas Finance	Other Company >5%
<b>Board of Commissioners</b>		
Rico Adisurja Setiawan (President Commissioner)	X	X
Totok Priyambodo (Commissioner)	X	X
Ravik Karsidi (Independent Commissioner)	X	X
<b>Board of Directors</b>		
Pinohadi G. Sumardi (President Director)	X	X
William Francis Indra (Directors)	X	X
R. Eryawan Nurhariadi (Directors)	X	X

The Company has no share ownership program or policy by either management or employees. The Company also does not trade its shares on any stock exchange. Therefore, there are no Company shares owned by management or employees.



## Supporting Organs of the Board of Commissioners



In running the supervisory duties, the Board of Commissioners is assisted by 3 (three) committees, namely Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee.

### Audit Committee

The Audit Committee is established by the Board of Commissioners to assist in overseeing the functions of the Board of Directors in managing the Company in accordance with the principles of good corporate governance. Audit Committee can provide opinions and assistance to the Board of Commissioners in fulfilling responsibilities, which include oversight of the financial reporting system and process, the audit process of the Company's financial statements, and evaluation of the implementation of internal controls. This involves assessing the performance of the Company's Internal Auditor, supervising technical and operational performance, and ensuring compliance with other laws and regulations.

The Board of Commissioners appoints and removes all members of the Audit Committee, who are then notified to the shareholders. The Audit Committee was established in accordance with FSA Regulation No. 55/ POJK.04/2015 concerning the Establishment and Implementation of Audit Committee Work.

In general, the Audit Committee was formed to maintain and secure the Company's business activities in carrying out the oversight function, particularly in improving the quality of financial reports, the effectiveness of internal control over the Company's management, and compliance with applicable laws and regulation, especially in terms of:

1. Improving the quality of financial reports.
2. Ensuring the effectiveness of the internal control system, which can reduce the possibility of irregularities in the company's management.
3. Oversee the qualifications and independence of internal and external audit functions in order to enhance internal and external audit functions performance and effectiveness.
4. Identify issues that require the Board of Commissioners' attention, such as the company's compliance with the applicable regulations and laws.

### Criteria for Members of the Audit Committee

Members of the Audit Committee must comprehend the Company's business activities, have high ethics, the ability, knowledge, and experience in their field of work, and be able to communicate properly. Members of the Audit Committee must also understand financial reports, auditing processes, risk management, and capital market laws and regulations, as well as other related laws and regulations.

The criteria for becoming a member of the Company's Audit Committee are as follows:

1. Demonstrates good integrity, ethics, and moral character.
2. Possesses adequate skills, abilities, knowledge, and experience relevant to their duties and responsibilities.
3. At least one member of the Audit Committee must have an educational background in accounting or finance.
4. Has sufficient knowledge to read and understand financial statements.
5. Possesses adequate knowledge of company finance regulations and other relevant legislation.
6. Not affiliated with any Public Accounting Firm, Law Consulting Firm, or Public Appraisal Service Firm that has provided audit or consulting services to the company within the last 6 months prior to being appointed to the Audit Committee.
7. Not employed or vested with the authority and responsibility to plan, lead, or control the company's business activities within the last 6 months prior to appointment, except for Independent Commissioners.
8. Does not hold any direct or indirect shares in the Company.
9. Does not have personal interests or affiliations that may lead to conflicts of interest with the Company.

### Term of Office

The membership of the Audit Committee is appointed and dismissed by the Board of Commissioners, with a term of office not exceeding the term of office of the Board of Commissioners, as stipulated in the Articles of Association, and can be re-elected for only the next 1 (one) period. The Chairman of the Audit Committee has the right to propose candidates for replacement, honorarium, and allowances for Audit Committee members if any of the Audit Committee members end their term, replacement is gradual/not simultaneous, resignation, or termination.

### Composition and Structure of Audit Committee Members in 2023

The Audit Committee membership comprises at least one (one) independent commissioner and 2 (two) members. The Audit Committee Chairman is a member of the audit committee who is also an Independent Commissioner of the Company. Members of the Audit Committee are experts who are not employees of the Company and have no financial connection with the Company. Establishment of the Company's Audit Committee in compliance with FSA Regulation No. 55/ POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of Audit Committee Work.

In 2023, the composition of the Audit Committee membership are as follows:

Name	Position	Basis of Appointment	Term of Office	Tenure
Fendy Eventius Mugni	Chairman of Audit Committee/ Independent Commissioner	The Board of Commissioners Decree No. KEP.KOM/008/2023 concerning Changes in Audit Committee Members	Following the term of office of Independent Commissioner	1st
Indra Riyawan	Member/ Independent Party	The Board of Commissioners Decree No. KEP.KOM/010/2020 concerning Changes in Audit Committee Members	October 9, 2020 – October 9, 2023	2nd
Marlan Marthias Achmad	Member/ Independent Party	The Board of Commissioners Decree No. KEP.KOM/007/2023 concerning Changes in Audit Committee Members	December 12, 2023 – December 12, 2026	1st

### Profile of the Audit Committee

The profile of the Chairman of Audit Committee, Fendy Eventius Mugni, can be seen in the profile of the Board of Commissioners section in the Company Profile chapter of this Annual Report. The following is profile of the Audit Committee Members who are non-Commissioners from independent parties are as follows:



<b>Name</b>	<b>Indra Riyawan</b>
<b>Position</b>	Member of Audit Committee
<b>Basis of Appointment</b>	The Board of Commissioners Decree No. KEP.KOM/008/2023 concerning Changes in Audit Committee Members
<b>Term of Office</b>	September 15, 2023-September 15, 2026
<b>Tenure</b>	2 <sup>nd</sup> Period
<b>Age</b>	48 years old
<b>Nationality</b>	Indonesia
<b>Domicile</b>	Jakarta
<b>Educational Background</b>	Bachelor Degree (S1) of Mechanical Engineering from National Institute of Science & Technology (2003)
<b>Work Experience</b>	He has served as Administration Control General Manager at PT Tunas Ridean (2017-2020), Administration General Manager at PT Asia Surya Prakasa (2015-2017), Business Process, Administration & GA Manager at PT Tunas Dwipa Matra (2009-2014) and Logistic Planning & Development Officer at PT Toyota Astra Motor (2000-2009). IT Consultant (2020-Current).
<b>Concurrent Position</b>	In the Company: None Outside the Company: None



<b>Name</b>	<b>Marlan Marthias Achmad</b>
<b>Position</b>	Audit Committee Member
<b>Basis of Appointment</b>	Decree of the Board of Commissioners No. KEP.KOM/007/2023 on the Appointment of Audit Committee Members
<b>Term of Office</b>	September 15, 2023-September 15, 2026
<b>Tenure</b>	1 <sup>st</sup> Period
<b>Age</b>	56 years old
<b>Nationality</b>	Indonesia
<b>Domicile</b>	Jakarta
<b>Educational Background</b>	<ul style="list-style-type: none"> <li>• Master of Management, Financial Management, Indonusa Esa Unggul University, Jakarta, 2005</li> <li>• Bachelor of Economics, Bachelor of Accounting, YAI College of Economics, Jakarta, 1995</li> </ul>

<b>Work Experience</b>	<ul style="list-style-type: none"> <li>• Vice President Wholesale Risk Solution, PT Bank Mandiri (Persero) Tbk, Jakarta 2022 to March 2023.</li> <li>• Vice President Risk Management, PT Bank Mandiri (Persero) Tbk, Jakarta, 2017 to 2022.</li> <li>• Regional Chief Executive Officer (CEO), Regional II PT Bank Syariah Mandiri, Palembang, 2015 to 2017.</li> <li>• Authority Holder of financing decision, credit risk taking unit level RCEO, PT Bank Syariah Mandiri, Palembang, 2015 to 2017.</li> <li>• Vice President Consumer Loan, PT Bank Mandiri (Persero) Tbk, Jakarta, 2014 to 2015.</li> <li>• Vice President Audit Manager Retail, Product and Distribution IV Audit, PT Bank Mandiri (Persero) Tbk, Surabaya, 2012 to 2014</li> <li>• Vice President Department Head Operation, Personnel &amp; Counterpart Relation Audit Group, PT Bank Mandiri (Persero) Tbk, Jakarta, 2011 to 2012</li> </ul>
<b>Concurrent Position</b>	<p>In the Company: None Outside the Company: None</p>

### Independence of the Audit Committee

All members of the Audit Committee are professional individuals with no relationship to the Company in order to maintain independence in carrying out their duties and responsibilities. The Company's Audit Committee has met the criteria of independence, expertise, experience, and integrity. The transparency of the Audit Committee's independence can be seen in the following table:

Independence Aspect	Fendy Eventius Mugni	Indra Riyawan	Marlan Marthias Achmad
Has Financial Relations with the Board of Commissioners and Board of Directors	X	X	X
Has Management Relations within the Company or Affiliate Companies	X	X	X
Shareholder of the company	X	X	X
Has Family Relations with the members of Board of Commissioners and Board of Directors and fellow members of the Committee	X	X	X
Has Financial Relations with the Board of Commissioners and Board of Directors	X	X	X

Ket: V = Exist | X = Not exist

### Audit Committee Charter

The Audit Committee Charter is prepared in accordance with Financial Services Authority Regulation No. 55/POJK.04/2015 regarding the Establishment and Guidelines for the Implementation of Audit Committees. The Company has formulated the Audit Committee Charter as a working guideline, which was ratified on July 30, 2020, and has been revised on December 1, 2023. The Audit Committee Charter outlines the position, membership, duties, responsibilities, and obligations of the Audit Committee, as well as governing the working relationship between the Audit Committee and the Board of Commissioners, Board of Directors, Internal Auditor, and External Auditor.

### Conflicts and Code of Ethics

To prevent conflicts of interest, the Audit Committee adheres to the principles of good corporate governance, namely transparency, accountability, responsibility, independence, and fairness. Meanwhile, in carrying

out its duties, the Audit Committee adheres to the professional code of ethics, both related to the expertise of each Audit Committee member and the Audit Committee's professional code of ethics..

In carrying out its duties, the Company's Audit Committee adheres strictly to the professional code of ethics, both related to the expertise of each member of the Audit Committee, as well as the Audit Committee's professional code of ethics.

### The Audit Committee's Duties and Responsibilities

The duties and responsibilities of the Audit Committee are outlined in the Audit Committee Charter, which serves as a guideline and code of conduct for Audit Committee members in carrying out their duties and responsibilities in a professional and independent manner. They include:

1. Reviewing the financial information to be released by the Company to the public and/or authorities, such as financial statements, projections, and other financial information.
2. Reviewing the implementation of audits by internal and external auditors.
3. Reviewing the Company's compliance with relevant laws and regulations.
4. Providing independent opinions in case of disagreement between management and the external auditor regarding the services provided.
5. Recommending to the Board of Commissioners the appointment of external auditors based on independence, scope of work, and fees.
6. Recommending improvements to the company's internal control system and its implementation.
7. Reviewing complaints related to the company's accounting processes and financial reporting.
8. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest within the Company.
9. Maintaining confidentiality of documents, data, and company information, and using them only for the purpose of fulfilling their duties.

In carrying out its functions, the Audit Committee performs duties related to the Board of Commissioners' duties, including:

1. Reviewing the financial information to be issued by the company, such as financial reports, projections and other financial information.
2. Reviewing the implementation of audit by internal and external audits.
3. Reviewing the company's compliance with laws and regulations related to the company's activities.
4. Provide recommendations regarding the improvement of the company's internal control system and its implementation.
5. Report to the Board of Commissioners on various

risks faced by the company and the implementation of risk management by the Board of Directors.

6. Carry out the duties assigned by the Board of Commissioners as long as they are within the scope of the Audit Committee's duties and responsibilities.
7. Maintain the confidentiality of company documents, data and information and only use them for the duties' implementation purposes..

### The Audit Committee's Authority

In addition to duties and responsibilities, the Audit Committee is given special authority to support the implementation of work in accordance with the Audit Committee Charter. This authority includes:

1. Members of the Audit Committee are obliged to recognize and understand their roles and responsibilities in accordance with the Audit Committee Charter, which is the Audit Committee Work Guidelines.
2. The Audit Committee accepts authority and assignments from the Board of Commissioners with due observance of regulations related to the capital market.
3. In carrying out its duties, the Audit Committee has the authority to access records or information about employees, funds, assets and other company resources related to the implementation of their duties.
4. The Audit Committee, based on an assignment letter from the commissioner, has the right of access to information in the company from the Board of Directors, internal audit and all organizational units of the company when there are cases/indications of violations, which requires the audit committee to investigate or clarify these cases.
5. The Audit Committee, with the approval of the commissioners, may seek advice and assistance from experts and other professionals at the expense of the Company.

### Division of Duties and Responsibilities

The Scope of duties of each Audit Committee Member is as follows:

Name	Position	Duties Description
Fendy Eventius Mugni	Chairman of Audit Committee/ Independent Commissioner	<ul style="list-style-type: none"> <li>• Reviewing the Company's compliance with the laws and regulations related to the Company's activities.</li> <li>• Reporting to the Board of Commissioners various risks faced by the Company and the implementation of risk management by the Board of Directors.</li> </ul>
Indra Riyawan	Audit Committee Member	<ul style="list-style-type: none"> <li>• Reviewing financial information that will be issued by the Company such as financial statements, projections and other financial information.</li> <li>• Reviewing the implementation of internal and external audits.</li> </ul>
Marlan Marthias Achmad	Audit Committee Membe	<ul style="list-style-type: none"> <li>• Maintaining the confidentiality of the Company's documents, data and information that are only used for the duties implementation purposes.</li> <li>• Providing recommendations regarding improvements to the Company's internal control system and its implementation.</li> </ul>

### Work Relations of Audit Committee

In implementing its duties and responsibilities, the Audit Committee communicates with the external auditors, internal auditors, and management of the Company. The role of the Audit Committee concerning the external auditors is as follows:

1. Reviewing the work of external auditor.
2. Discussing audit result with external auditor.
3. Audit Committee may discuss the audit result with the management, external and internal auditor if necessary.
4. Reviewing the performance of the external auditor to ensure the compliance of external auditor to the prevailing professional standard, including external auditor independence.

The role of the Audit Committee in relation to the internal auditor is as follows:

1. Receiving and reviewing the report of the internal auditor.
2. Monitoring the follow up of the result of the internal audit.
3. Requesting internal auditor for special/certain
4. investigation with the approval from the Board of Commissioners.
5. Providing feedback regarding the content of Internal Audit Charter.
6. Coordinating with the internal auditor and the external auditor to achieve a comprehensive and optimum audit result.
7. Reviewing the report of internal audit related to the conflict of interests, and/or the violation of law.

Meanwhile, the role of Audit Committee in relation to the Company Management is as follows:

1. Evaluating the adequacy of the disclosure of materials in the financial statement of the Company.
2. Assessing the adequacy of the internal control and the Company's risk management policy.
3. Assessing the Company's policy related to the compliance towards the prevailing internal or

external regulation of the Company, code of conduct and conflict of interests.

4. Ensuring that the Company management follow up the recommendation from the internal audit and the external audit.
5. Identifying and monitoring problems that requires the Board of Commissioners' attention.
6. Inviting the Company's management to attend the Audit Committee meeting if necessary.

### Audit Committee Report

In conducting its work, the Audit Committee is required to submit a written report to the Board of Commissioners on the findings regarding the obstacles encountered by the Company. The report referred to in terms of:

1. Audit Committee prepares the report of every special assignment given by the Board of Commissioners.
2. In the event that the Audit Committee discovers material issues that are expected to disrupt the activities of the Company, it will report them to the Board of Commissioners.
3. Audit Committee prepares the Annual Report of the implementation of Audit Committee activities to the Board of Commissioners.

### Remuneration Policy

The remuneration policy of the Audit Committee is based on the policy of PT Bank Mandiri (Persero) Tbk as the Company's majority/ controlling shareholder.

### Audit Committee Competency Development

The company includes members of the Audit Committee in educational and/or training programs with the aim of enhancing the skills and competencies of each member, thereby contributing positively to productivity and the effectiveness of their performance.

Throughout the year 2023, the Company's Audit Committee has participated in competency development programs as follows:

Participants	Type/Material of Training	Organizer	Time & Place
Fendy Eventius Mugni	Internal Briefing of Commissioner	MTF	Jakarta, August 24, 2023
	Certification of Basic Financing for Commissioners	SPPI	Jakarta, August 20, 2023
Indra Riyawan	-	-	-
Marlan Marthias Achmad	National Audit Committee Conference 2023 "Upholding Sustainability and Growth of the Company Through Risk Oversight and Control"	IKAI	Jakarta, October 10, 2023

### Audit Committee Meetings

The Audit Committee holds periodic meetings with the internal members, the Board of Commissioners, and the Board of Directors. The meetings held by the Audit Committee are as follows:

1. Quarterly Audit Committee Meeting is held 4 (four) times per year with pre-determined schedule and focused on the discussion of Financial Statement (Balance Sheet and Profit and Loss) and the Quarterly Performance of the Company.
2. Monthly Audit Committee Meeting is held once every month, with the agenda agreed upon. The monthly meeting is not held in the month where the quarterly meeting is. The monthly meeting focused on the discussion of the result of General Internal Audit.
3. Chairman of the Audit Committee may invite the Board of Commissioners, the Board of Directors, Internal Auditor, External Auditor, Shareholders Representative, and other parties required to be present at the meeting.
4. The result of the Audit Committee meeting is outlined in the meeting minutes, signed by all Audit Committee members present, and distributed to all meeting participants for their attention and follow-up.
5. The Audit Committee may attend the meeting of the Board of Commissioners or joint meeting of the Board of Directors and the Board of Commissioners if necessary.

In 2023, the Audit Committee held 4 (four) meetings, with minutes and Attendance Recapitulation as follows:

#### Frequency of Attendance

Name	Position	Number of Mandatory Meetings	Number of Attendance	Percentage
Fendy Eventius Mugni	Chairman	1	1	100%
Ravik Karsidi*	Chairman	3	3	100%
Indra Riyawan	Member	4	4	100%
Allen Situngkir**	Member	3	3	100%
Marlan Marthias Achmad	Member	1	1	100%

\*) dismissed at the GMS on June 27, 2023

\*\*) dismissed based on KEP.KOM/006/2023 concerning the end of the term of office of members of the Audit Committee on September 15, 2023

#### Minutes of Audit Committee Meetings and Attendance

No.	Date	Agenda	Meeting Participant	Note
1	January 24, 2023	Discussion on the SKAIT MTF Annual Audit Plan for 2023 Report on the Special Audit Results for Sukabumi Branch & Palu Branch	Ravik Karsidi, Indra Riyawan, Allen Situngkir	-
2	March 24, 2023	Follow-up on the Investigation Results of the Joint Audit Team of Bank Mandiri & MTF	Ravik Karsidi, Indra Riyawan, Allen Situngkir	-
3	June 27, 2023	General Audit Results Report Human Capital, Management of SPRINT Management of Channeling Financial Technology Financing	Ravik Karsidi, Indra Riyawan, Allen Situngkir	-
4	September 21, 2023	Discussion on MTF's Audit Committee Charter and Audit Charter Report on the Special Audit Results for Branch Bandung 1	Fendy E. Mugni Indra Riyawan, Marlan M. Achmad	Change in 2 Audit Committee Member

### Summary Report on the Implementation of Duties and Activities of the Audit Committee in 2023

To comply with the corporate governance guidelines within the Company, the work program assigned as the duties and responsibilities of the Audit Committee in 2023 are as follows:

#### 1. Review of the internal control system

Conduct a review of the design and implementation of the Company's internal control system, considering the adequacy of controls and the availability of internal provisions, one of which is through the Internal Audit Results Report. The results of this

review serve as input to the Board of Commissioners to provide guidance to management in developing and implementing internal control systems and conducting Company operations effectively and efficiently while complying with regulatory requirements.

## 2. Review of the Internal Audit Function

The Audit Committee has conducted a review and assessment process of the role and implementation of the Internal Audit function in evaluating the design and implementation of the internal control system, risk management, and corporate governance processes. The review process of the internal audit function begins with the preparation of the Annual Audit Plan (AAP) for the internal audit of 2023, which is presented at the Audit Committee meetings. The internal audit work plan is prepared based on 9 Key Inputs and considers recommendations from Regulators, the Board of Commissioners, Directors, and Management for areas to be audited. The 2023 work plan includes 29 (twenty-nine) subjects for general, mandatory, and consulting audits that must be examined, where activities are embedded in business unit workflows and the implementation of systems/applications.

In addition to the work plan preparation process, the Audit Committee also reviews the implementation of audits. The Audit Committee has executed all activities planned for 2023, including:

- Providing recommendations and Approval of the 2023 Audit Plan to the Board of Commissioners.
- Identifying weaknesses found from audit results and promptly communicating them to management for immediate follow-up.
- Monitoring the follow-up of audit results to provide added value to the Company's objectives.
- Providing recommendations to the Board of Commissioners on the Appointment Process for the Public Accounting Firm for the 2023 Financial Statement Audit.
- Evaluating the performance of the Public Accounting Firm auditing the 2022 Financial Statements for the Board of Commissioners.

## 3. Oversight of External Audit Implementation

The Audit Committee oversees the implementation of the External Audit by evaluating the process of selecting the Public Accounting Firm tasked with auditing the annual financial statements, supervising and reviewing the audit process, and reviewing the results of the financial statement audit. The Company's Financial Statements for the year ended December 31, 2023, were audited by Purwanto, Sungkoro & Surja Public Accountants (a member of EY Global Limited).

## 4. Review of Public Financial Statement Presentation

The Audit Committee periodically reviews financial statements before publication to assess the reasonableness of the figures presented.

## 5. Realization of Audit Committee Meetings in 2023

The Audit Committee held 4 (four) meetings in 2023, with agenda items detailed in the Meeting Minutes and Attendance of the Audit Committee above.

## Nomination and Remuneration Committee

With reference to the regulations or provisions of Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners forms the Nomination & Remuneration Committee tasked with assisting the oversight of the Board of Commissioners in carrying out the functions of nomination and remuneration, as well as overseeing and assessing the effectiveness of nomination and remuneration.

The Nomination & Remuneration Committee ensures that the nomination and remuneration process for the Company's management and other implementing organs is transparent and accountable in accordance with the development of the Company's business, ultimately increasing the trust of shareholders and other stakeholders in the Company's management.

The inception of the Nomination and Remuneration Committee is in accordance with the FSA Regulation No. 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuers or Public Companies.

## Criteria for Members of the Nomination and Remuneration Committee

Members of the Nomination and Remuneration Committee must satisfy the following requirements for capability and experience, as well as independence:

1. Hold a high level of integrity, objectivity, and ethics.
2. Possess adequate knowledge of applicable rules, regulations, and laws.
3. At least one of the committee members must have educational background or work experience in employee's nomination and remuneration, or Human Resource Development fields.
4. Capable of acting independently, which means being able to carry out duties professionally without conflict of interest or influence/pressure from any party.
5. Willingness to continuously increase competency through education and training.
6. Not an employee of a Legal Consulting Firm, Human Resources Consulting Office, Business Development Consulting Office, or other party that has provided assurance, non-assurance, and/or other consulting



services to the Company within 6 (six) months preceding the appointment as a committee member by the Board of Commissioners.

### Term of Office

Committee members are appointed for a certain term of office and can be reappointed. The term of office for a member of the Board of Commissioners who is also a member of the Committee is the same as the term of office set by the Company's Articles of Association or the General Meeting of Shareholders for his or her appointment as a member of the Board of Commissioners. The term of office of Committee members who are not Board of Commissioners members may not be longer than the term of the Board of Commissioners. The Board of Commissioners may terminate at any time a member of the Committee who is not a member of the Board of Commissioners if they do not carry out their

responsibilities properly, in the opinion of the Chair of the Committee concerned.

### Structure and Composition of the Nomination and Remuneration Committee for 2023

The Company established a Nomination and Remuneration Committee in accordance with the Decree of the Company's Board of Commissioners No. Kep.Kom/01/2014 concerning the Establishment and Appointment of the Nomination and Remuneration Committee of PT Mandiri Tunas Finance dated November 26, 2014, as amended by Decree of the Company's Board of Commissioners No.KEP.KOM/02/II/2020, dated February 17, 2020, concerning changes to the membership of the Nomination and Remuneration Committee.

Structure of the Nomination & Remuneration Committee as of 31 December 2023, are as follows:

Name	Position	Basis of Appointment	Term of Office	Tenure
Fendy Eventius Mugni	Chairman of the Audit Committee/ Independent Commissioner	Decision of the Board of Commissioners No. KEP. KOM/006/2023 dated December 11, 2023	Following the term of office as Independent Commissioner	1st
Totok Priyambodo	Member/ Commissioner	Decision of the Board of Commissioners No. KEP. KOM/006/2023 dated December 11, 2023	Following the term of office as Commissioner	2nd
Makah Indra Purnomo	Member/Head of Division	Surat Keputusan Dewan Komisaris No. KEP. KOM/006/2023 tanggal 11 Desember 2023	December 12, 2023 - December 12, 2026	2nd

### Nomination & Remuneration Committee Member Profiles

The profiles of Fendy Eventius Mugni and Totok Priyambodo as the Chairman and member of the Nomination and Remuneration Committee can be found in the Board of Commissioners' profile section in the Company Profile chapter of this Annual Report. The profiles of non-Commissioner Committee members from independent parties are also presented below.



<b>Name</b>	<b>Makah Indra Purnomo</b>
<b>Position</b>	Member of the Nomination & Remuneration Committee
<b>Basis of Appointment</b>	Decree of the Board of Commissioners No. KEP. KOM/006/2023 dated December 11, 2023 on the Determination of Nomination & Remuneration Committee Members.
<b>Term of Office</b>	December 12, 2023 - December 12, 2026.
<b>Tenure</b>	2 <sup>nd</sup>
<b>Age</b>	43

<b>Nationality</b>	Indonesian
<b>Domicile</b>	Tegal
<b>Educational Background</b>	Bachelor (S1) in Electrical Engineering, Sultan Agung University (2004)
<b>Work Experience</b>	Branch Head of PT NSS + NSS Finance for the period 2004 to 2010
<b>Concurrent Position</b>	Inside the company: None Outside the company: None

### Independence of the Nomination & Remuneration Committee

All members of the Nomination & Remuneration Committee are professional individuals and have no relationship with the Company in order to maintain independence in carrying out their duties and responsibilities. The Company's Nomination and Remuneration Committee met the criteria of independence, expertise, experience, and integrity. The Nomination & Remuneration Committee is not affiliated with the Board of Directors, the Board of Commissioners, or the shareholders. In carrying out its functions, the Nomination & Remuneration Committee is bound by the provisions/laws and legislation that govern the Company.

Members of the Company's Nomination & Remuneration Committee, particularly those from independent parties, must meet the following independence criteria to act independently:

1. Does not directly or indirectly hold any of the Company's shares. In the event that a Committee Member gets shares as a result of a legal event, they must transfer the shares to another party within 6 (six) months after the receipt of the shares.
2. Has no family relation with the Company's Board of Commissioners, Board of Directors, or Major/Controlling Shareholders, both horizontally and vertically, due to marriage and heredity to the second degree.
3. Does not directly or indirectly has business relation with the Company, and does not accept compensation from the Company or its subsidiaries other than compensation for services rendered in conjunction with Committee Member duties.
4. Not an employee of a Public Accounting Firm, Legal Consulting Firm, or other parties who provided audit, non-audit, or other consulting services to the Company within 6 (six) months prior to the appointment by the Board of Commissioners.

5. Not a person who has had the authority and responsibility to plan, lead, or control the Company within 1 (one) year prior to the appointment by the Board of Commissioners, with the exception of Committee Members who come from the Board of Commissioners.

Except for Ravik Karsidi, who was appointed by the Shareholders as an Independent Commissioner and serves as Chairman of the Nomination and Remuneration Committee, the Company's Nomination and Remuneration Committee has no independent members from outside the Company. All members of the Nomination & Remuneration Committee are professionals who were chosen in accordance with FSA regulations.

### The Nomination and Remuneration Committee's Charter

In order to facilitate the implementation of its functions and roles, the Company's Nomination & Remuneration Committee was given a charter on August 23, 2022. The Work Guidelines of the Nomination and Remuneration Committee regulate several aspects of:

1. Duties and Responsibilities of the Committee
2. Authority of the Committee
3. Committee Meetings
4. Committee Organization

The Nomination and Remuneration Committee's Charter is reviewed on a regular basis to ensure that the scope of the guidelines is always in line with the needs and other legislation related to the Company's business.

### The Nomination and Remuneration Committee's Duties and Responsibilities

#### The Duties and Responsibilities Associated with the Remuneration Function

1. Evaluate the Company's remuneration policies, including Salary, Honorarium, Religious Holiday Allowance (THR), Benefits (medical, health,

loan facility, and others), Bonuses/Incentives (for employees), and Tantiem (for the Board of Commissioners and the Board of Directors)

2. Provide recommendations to the Board of Commissioners on the remuneration policy for Board of Directors and/or Board of Commissioners members to be submitted to the GMS, as well as the remuneration policy for Executive officers and employees as a whole to be submitted to the Board of Directors
3. Ensuring that the Company's remuneration policy is consistent with financial performance and reserve fulfillment in accordance with applicable rules/regulations, evaluation of individual work performance, fairness of peer groups within and outside the Company, and the Company's long-term development strategy.

#### **The Duties and Responsibilities Associated with the Nomination Function**

1. Provide recommendations to the Board of Commissioners on the composition of position for Board of Directors and/or Board of Commissioners members.
2. Provide policy and criteria recommendations to the Board of Commissioners on the nomination of members of the Board of Directors and/or the Board of Commissioners.
3. Provide recommendations to the Board of Commissioners on prospective Board of Directors and/or Board of Commissioners members' names.
4. Review and propose a succession plan for members of the Board of Directors and/or the Board of Commissioners.
5. Conduct an assessment based on benchmarks developed as material for performance evaluation and capacity building material for the Board of Directors and/or Board of Commissioners.
6. Provide recommendations to the Board of Commissioners on performance evaluation policies for Board of Directors and/or Board of Commissioners members.
7. Provide recommendations for independent parties to join the Committee supporting the Board of Commissioners.
8. Recommended approval for organizational structure changes up to one level below the Board of Directors.

#### **The Nomination and Remuneration Committee's Functions and Authorities**

In carrying out its work, the Nomination and Remuneration Committee is bound by the functions and authority granted by the provisions of the Nomination and Remuneration Committee charter.

#### **The Nomination & Remuneration Committee Functions**

The Nomination & Remuneration Committee has the following functions:

1. Develop, implement, and analyze the nomination criteria and procedures for candidates for the Board of Directors and the Board of Commissioners, as well as the procedures for terminating the Board of Directors and the Board of Commissioners.
2. Identify candidates for the Board of Directors and the Board of Commissioners from inside and outside the company who meet the qualifications to be proposed/appointed as member of the Board of Directors or the Board of Commissioners.
3. Develop criteria for assessing the Board of Directors' performance.
4. Propose an appropriate remuneration system for the Board of Directors and the Board of Commissioners, including a payroll system, facilities and benefits, options, and a pension system.
5. Ensuring the implementation of the Company's compliance with provisions and/or regulations of the FSA, Ministry of Manpower, and other related regulations, including matters that become decisions of the Company's GMS.
6. Support the professional human resource development activities.

#### **The Authority of the Nomination & Remuneration Committee**

The authority of the Nomination & Remuneration Committee are as follows:

1. The Committee has access to records or information regarding the Company's employees related to the implementation of the Committee's duties.
2. In carrying out the authority outlined in point 1 above, the Committee collaborates closely with partners such as the Secretary to the Board of Commissioners, Supporting Committees to the Board of Commissioners, related management teams, particularly the Human Resources Development Division, and other related Company work units. (if needed)
3. The Committee has the authority to communicate directly with employees, including the Board of Directors, and parties involved in the Committee's duties' implementation.
4. If necessary, the Committee may enlist the assistance of experts and/or consultants/independent parties from outside the Committee, or form an ad hoc team to assist them in carrying out their duties at the expense of the Company.
5. The Committee implements other authorities delegated by the Board of Commissioners.

## Allocation of Duties and Responsibilities in Nomination and Remuneration Committee Membership

The scope of duties of each Member of the Nomination and Remuneration Committee are as follow:

Name	Position	Duties Description
Fendy Eventius Mugni	Chairman of the Nomination & Remuneration Committee	<ul style="list-style-type: none"> <li>Evaluating the Company's remuneration policies, such as salary, honorarium, holiday allowance (THR), benefits (medical, health, loan facility, and others), bonuses/incentives (for employees), and Tantiem (for the Board of Commissioners and Directors).</li> <li>Provide recommendations to the Board of Commissioners on performance evaluation policies for Board of Directors and/or Board of Commissioners members.</li> <li>Provide policy and criteria recommendations to the Board of Commissioners on the nomination of members of the Board of Directors and/or the Board of Commissioners.</li> </ul>
Totok Priyambodo	Member of the Nomination & Remuneration Committee	<ul style="list-style-type: none"> <li>Ensuring that the Company's remuneration policy is consistent with the Company's financial performance and fulfillment of reserve according to the applicable rules/regulations, evaluation of individual work performance, fairness of peer groups within and outside the Company, and the Company's long-term development strategy.</li> <li>Review and propose a succession plan for members of the Board of Directors and/or the Board of Commissioners.</li> <li>Provide recommendations for independent parties who will serve on the Board of Commissioners' supporting committees.</li> </ul>
Makah Indra Purnomo	Member of the Nomination & Remuneration Committee	<ul style="list-style-type: none"> <li>Provide recommendations to the Board of Commissioners on the remuneration policy for Board of Directors and/or Board of Commissioners members to be submitted to the GMS, as well as the overall remuneration policy for Executive officers and employees to be submitted to the Board of Directors.</li> <li>Provide recommendations to the Board of Commissioners on the composition of position on the Board of Directors and/or the Board of Commissioners.</li> <li>Recommended the approval of changes to the organizational structure up to one level below the Board of Directors.</li> </ul>

## Nomination & Remuneration Committee Competency Development

The Company facilitates the implementation of development programs for the Nomination & Remuneration Committee in order to improve the competency of the members of the Nomination & Remuneration Committee. This program is expected to positively impact the productivity and effectiveness of the Nomination & Remuneration Committee's performance.

The Company Profile chapter in this annual report contains information on the competency development initiatives that Members of the Nomination & Remuneration Committee participated in 2023.

## Nomination & Remuneration Committee Meeting

Following the Nomination & Remuneration Committee's Work Guidelines, the Nomination & Remuneration Committee hold a meeting at least once a year. Deliberation and consensus are used to make decisions in meetings arranged by the Nomination and Remuneration Committee, and voting is used if there is no consensus. Meanwhile, the Committee meeting's results must be documented in minutes signed by all members present and properly documented by the Committee Secretary. Dissenting opinions in Committee decision-making must be explicitly stated in the meeting minutes and the reasons for the dissent.

The Nomination & Remuneration Committee held 3 (three) meetings in 2023, with the following minutes and attendance recapitulation:

## Recapitulation of Nomination & Remuneration Committee Attendance

Name	Position	Number of Mandatory Meetings	Number of Attendance	Percentage
Fendy Eventius Mugni	Chairman	2	2	100%
Totok Priyambodo	Member	3	3	100%
Makah Indra Purnomo	Member	3	3	100%

## Meeting Agenda

No.	Date	Agenda	Meeting Participant	Note
1	March 24, 2023	Proposal for Honorarium for Board of Directors and Board of Commissioners Year 2023 Proposal for Performance-Based Bonus for the Board of Directors and Board of Commissioners of MTF for the achievement in the year 2022.	1. Totok Priyambodo 2. Makah Indra Purnomo	-
2	August 3, 2023	Follow-up on the transfer of duties from the previous independent Commissioner to the newly appointed Commissioner.	1. Totok Priyambodo 2. Fendy Eventius Mugni 3. Makah Indra Purnomo	-
3	October 18, 2023	Discussion regarding Health Insurance and Employee Benefits.	1. Totok Priyambodo 2. Fendy Eventius Mugni 3. Makah Indra Purnomo	-

## Remuneration Policy

The Nomination & Remuneration Committee's Remuneration Policy is consistent with that of PT Bank Mandiri (Persero) Tbk, the Company's Majority/Controlling Shareholder.

## Summary Report on the Implementation of Duties and Activities of the Nomination & Remuneration Committee in the Year 2023

In the year 2023, the remuneration committee held a total of 3 (three) meetings to discuss the evaluation of the Company's remuneration policies, including Salary, Honorarium, Benefits (medical, health, loan facility, and others), Bonuses (for the Board of Commissioners and Board of Directors), as well as discussions regarding the latest remuneration for Directors, commissioners, employee health insurance, and other benefits.

## Risk Monitoring Committee

In order to assist in the implementation of duties, the Board of Commissioners establishes a Risk Monitoring Committee to oversee the implementation of the Company's management that has been prepared by the Board of Directors. The Risk Monitoring Committee was formed in accordance with numerous applicable regulations, including:

1. FSA Regulation No. 10/POJK.05/2014 concerning Non-Bank Financial Services Institutions Risk Level Assessment.
2. FSA Circular No. 4/SEOJK.05/2015 concerning the Risk Assessment of Financing Companies.
3. FSA Circular No. 1/SEOJK.05/2016 concerning the Assessment of Financing Companies' Financial Soundness Level.
4. FSA Circular No. 10/SEOJK.05/2016 concerning Risk Management Guidelines and Reports on the Results of Self-Assessment of Risk Management Implementation for Non-Bank Financial Services Institutions.
5. FSA Regulation No. 44/POJK.05/2020 on Risk Management Implementation for Non-Bank Financial Services Institutions.

6. FSA Regulation No. 28/PJOK.05/2020 on Non-Bank Financial Services Institutions' Soundness Level.

## Criteria for Members of the Risk Monitoring Committee

Committee members must meet a variety of qualifications and standards, according to the Risk Monitoring Committee Charter. Apart from independence, members of the Risk Monitoring Committee must also have, among other things, the integrity and expertise of the Company's businesses. The following are the membership requirements for the Risk Monitoring Committee:

1. Committee members must have high integrity, ability, and experience in their field of work, as well as be able to communicate effectively.
2. At least one member of the Risk Monitoring Committee must have a risk management background.
3. Understand the Company's business, particularly risk management and laws and regulations related to financing business.
4. Have sufficient knowledge to read and comprehend financial reports as well as reports pertaining to the monitoring of the implementation of risk management policies in financial companies.
5. Willingness to continuously increase competency through education and training.
6. Not a member of the Board of Directors and possesses integrity and knowledge of the business run by the Company.

## Term of Office

Committee members are appointed for a specific term of office, as stipulated in the Decree of the Board of Commissioners No. KEP. KOM/008/2020, dated August 31, 2020, concerning the Establishment and Appointment of the Risk Monitoring Committee, which states that the term of office of committee members may not be longer than the term of office of the Board of Commissioners as stipulated in the articles of association, without prejudice to the right of the Board of Commissioners to terminate at any time.

## Structure and Composition of Risk Monitoring Committee Members 2023

In 2023, the membership composition of the Risk Monitoring Committee are as follows:

Name	Position	Basis of Appointment	Term of office	Tenure
Fendy Eventius Mugni	Chairman of the Risk Monitoring Committee/ Independent Commissioner	Board of Commissioners Decision Letter No. BOC/007/2023 dated December 12, 2023 regarding the Appointment of the Risk Monitoring Committee	Following his term of office as Independent Commissioner	1st
Totok Priyambodo	Member/ Commissioner	Decree of the Board of Commissioners No. KEP. KOM/002/2023 on the Appointment of Risk Monitoring Committee Members dated January 2, 2023	Following his term of office as Commissioner	1st
Irwan Tri Nugroho	Member/Independent Party	Decree of the Board of Commissioners No. KEP. KOM/007/2024 dated December 12, 2023 on the Appointment of Risk Monitoring Committee Members	December 12, 2023 – December 12, 2026	2nd
Indra Riyawan	Member/Independent Party	Decree of the Board of Commissioners No. KEP. KOM/008/2020 dated August 31, 2020 on the Change of Risk Monitoring Committee Members	August 31, 2020 – August 31, 2023	2nd

## Profiles of Risk Monitoring Committee Members

Profiles of Fendy Eventius Mugni and Totok Priyambodo as the chairperson and member of the Risk Monitoring Committee can be found in the Board of Commissioners' profile section in the Company Profile chapter of this Annual Report. For the profile of Indra Riyawan as a member of the Committee, it is also available in the Audit Committee Profile subsection. Below are the profiles of non-Commissioner independent members of the Risk Monitoring Committee.



<b>Name</b>	<b>Irwan Tri Nugroho</b>
<b>Position</b>	Member of Risk Monitoring Committee
<b>Basis of Appointment</b>	Decree of the Board of Commissioners No. KEP. OM/007/2024 dated December 12, 2023, concerning Changes in Risk Monitoring Committee Members
<b>Term of office</b>	December 12, 2023 – December 12, 2026
<b>Tenure</b>	2nd
<b>Age</b>	39 years old
<b>Nationality</b>	Indonesia
<b>Domicile</b>	Bantul
<b>Educational Background</b>	<ul style="list-style-type: none"> <li>• Doctorate in Banking and Finance from the University of Limoges, France (2014).</li> <li>• Masters in Financial Management from Gadjah Mada University (2009).</li> <li>• Bachelor's degree in Management from UNS (2006).</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>• Teaching staff in financial management at the Faculty of Economics and Business, Sebelas Maret University (UNS).</li> <li>• Visiting lecturer and researcher at various universities both at home and abroad, Vice President for Programs and International Cooperation at the Indonesian Finance Association (IFA).</li> </ul>
<b>Concurrent Position</b>	Inside the company: None Outside the company: None

## Independence of the Risk Monitoring Committee

The members of the Risk Monitoring Committee are professionals who do not have any affiliations with the Company to maintain independence in the execution of their duties and responsibilities. The Company's established Risk Monitoring Committee meets the criteria for independence, expertise, experience, and integrity.

To act independently, members of the Company's Risk Monitoring Committee, especially those from independent parties, are required to meet the following independence criteria:

1. Do not own shares in the Company, either directly or indirectly. In the event that a Committee Member acquires shares due to a legal event, they must divest them to another party within a maximum period of 6 (six) months after obtaining the shares.
2. Do not have family relationships, either through marriage or descent up to the second degree, both horizontally and vertically, with the Board of Commissioners, Board of Directors, or Major/Controlling Shareholders of the Company.
3. Do not have any business relationships, either directly or indirectly, related to the Company's business, including not receiving compensation from the Company and its subsidiaries, except for service fees related to their duties as Committee Members.
4. Not an employee of a Public Accounting Firm, Law Consultancy Firm, or other parties providing audit, non-audit, and/or other consulting services to the Company within the last 6 (six) months before being appointed by the Board of Commissioners.
5. Not a person with the authority and responsibility to plan, lead, or control the Company within the last 1 (one) year before being appointed by the Board of Commissioners, except for Committee members who originate from the Board of Commissioners

The transparency of the independence of the Risk Monitoring Committee is evident in the following table:

Independent Aspect	Fendy Eventius Mugni	Totok Priyambodo	Irwan Tri Nugroho	Indra Riyawan
Owens shares in the Company, either directly or indirectly.	X	X	X	X
Has a family relationship with the Board of Commissioners, Board of Directors, or Major/Controlling Shareholders.	X	X	X	X
Has a business relationship, either directly or indirectly, related to the Company's business.	X	X	X	X
Is a person who has provided audit, non-audit, or other consulting services to the Company in the last six months.	X	X	X	X
Is a person with the authority and responsibility to plan, lead, or control the activities of the Company.	X	X	X	X

## Charter of the Risk Monitoring Committee

The Charter of the Risk Monitoring Committee was drafted and approved by the Board of Commissioners in Jakarta on August 23, 2022. The charter regulates the position, membership, authority, duties, and responsibilities of the Risk Monitoring Committee, and provides limitations while organizing the working relationship between the Risk Monitoring Committee and other committees under the Board of Commissioners.

## Authority and Duties of the Risk Monitoring Committee

The Risk Monitoring Committee has the authority to access the company's documents, data, and information, communicate directly with employees, including the Board of Directors and those responsible for internal audit functions and risk management.

The committee can engage necessary independent parties and exercise other powers delegated by the Board of Commissioners, enabling them to carry out their responsibilities. These responsibilities include:

1. Directing policies, strategies, and the risk management framework in line with risk appetite and tolerance.
2. Reviewing the alignment between the Company's risk management policies and their implementation.
3. Monitoring the performance of the Risk Management unit.
4. Reviewing risk profile reports and/or risk levels.
5. Reviewing reports on the Company's financial health.
6. Monitoring the adequacy of risk management processes, identification, measurement, monitoring, control, and information systems.

## Delegation of Duties and Responsibilities

The scope of duties for each member of the Risk Monitoring Committee is formulated based on OJK Regulation No. 28/POJK.05/2022 Regarding the Assessment of the Health Level of Non-Bank Financial Institutions, OJK Regulation No. 44/POJK.05/2020 on the Implementation of Risk Management for Non-Bank Financial Institution Risk Monitoring Committees, and the Risk Monitoring Committee Charter established on August 23, 2022, as follows:

Name	Position	Job Description
Fendy Eventius Mugni	Head of the Risk Monitoring Committee	Directing policies, strategies, and the risk management framework in accordance with the risk appetite and risk tolerance.
Totok Priyambodo	Member of the Risk Monitoring Committee	Monitoring the implementation of tasks in the Risk Management unit.
Irwan Tri Nugroho	Member of the Risk Monitoring Committee	<ul style="list-style-type: none"> <li>Conducting a review of the financial health report of the Company.</li> <li>Reviewing the alignment between the Company's risk management policy and its implementation.</li> </ul>
Indra Riyawan	Member of the Risk Monitoring Committee	<ul style="list-style-type: none"> <li>Conducting a review of risk profile reports and/or risk levels.</li> <li>Monitoring the adequacy of the process of risk identification, measurement, monitoring, control, and risk management information systems.</li> </ul>

## Development of Competencies for the Risk Monitoring Committee

The Company facilitates the implementation of a development program for the Risk Monitoring Committee to enhance the competencies of its members. This program is expected to have a positive impact on the productivity and effectiveness of the Risk Monitoring Committee's performance. Complete information about the competency improvement activities attended by the members of the Risk Monitoring Committee throughout the year 2023 can be found in the Company Profile section of this annual report.

## The Risk Monitoring Committee Meeting

The Risk Monitoring Committee holds quarterly meetings conducted four times a year. The committee can also conduct monthly meetings as needed and agreed upon beforehand. In its implementation, the Committee Chairman invites all committee members and all members of the Board of Commissioners to attend the meeting led by the Committee Chair or a member designated in writing if the chair is unable to attend.

The Risk Monitoring Committee meeting is considered valid if attended by more than 1/2 of the total members, including a Commissioner and an independent party. Throughout the year 2023, the Risk Monitoring Committee held four meetings, with minutes and attendance summaries as follows:

### Attendance Frequency Summary

Name	Position	Number of Mandatory Meetings	Number of Attendance	Percentage
Fendy Eventius Mugni	Chairman	1	1	100%
Totok Priyambodo	Member	4	4	100%
Irwan Tri Nugroho	Member	4	4	100%
Indra Riyawan	Member	4	4	100%
Ravik Karsidi*	Chairman	3	3	100%

\*Mr Fendy Eventius Mugni was appointed as Independent Commissioner by replacing Mr Ravik Karsidi based on the Shareholders' decision deed outside the GMS to hold the Annual GMS (Circular Decision) based on deed No. 137 dated 28 June 2023.



### Meeting Agenda

No.	Date	Agenda	Meeting Participant	Note
1	Jakarta, January 24, 2023	<ul style="list-style-type: none"> <li>• Risk Appetite Statement (RAS) Periode Desember 2022</li> <li>• Performance Review Pembiayaan Periode Desember 2022</li> </ul>	Komite Pemantau Risiko	-
2	Jakarta, March 24, 2023	<ul style="list-style-type: none"> <li>• Risk Appetite Statement (RAS) Periode Februari 2023</li> <li>• Performance Review Pembiayaan Periode Februari 2023</li> </ul>	Komite Pemantau Risiko	-
3	Jakarta, June 27, 2023	<ul style="list-style-type: none"> <li>• Risk Appetite Statement (RAS) Periode Mei 2023</li> <li>• Performance Review Pembiayaan Periode Mei 2023</li> <li>• Operational Risk</li> </ul>	Komite Pemantau Risiko	-
4	Jakarta, September 21, 2023	<ul style="list-style-type: none"> <li>• Risk Appetite Statement (RAS) Periode Agustus 2023</li> <li>• Performance Review Pembiayaan Periode Agustus 2023</li> </ul>	Komite Pemantau Risiko	-

### Remuneration Policy

The remuneration policy of the Risk Monitoring Committee follows the policy set by PT Bank Mandiri (Persero) Tbk as the Majority/Control Shareholder of the Company.

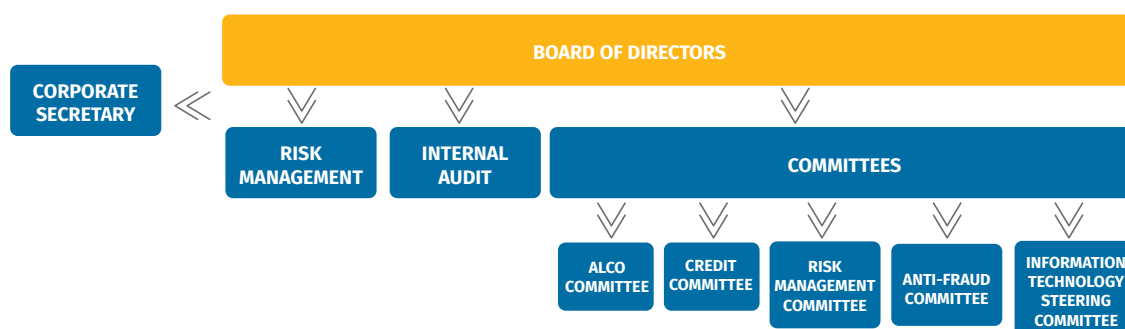
### Summary Report on the Implementation of Duties and Activities of the Risk Monitoring Committee in the Year 2023

To strengthen risk management within the Company, the work program tasks and obligations of the Risk Monitoring Committee in 2023 included:

1. Providing direction on policies, strategies, and risk management frameworks in line with risk appetite and risk tolerance.
2. Reviewing the compliance of the Company's risk management policies.
3. Monitoring the implementation of risk management unit tasks.
4. Reviewing risk profile reports and/or risk levels.
5. Reviewing reports on the Company's financial health.
6. Monitoring the adequacy of risk management process identification, measurement, monitoring, control, and information systems.
7. Discussing the Risk Appetite Statement (RAS).
8. Integrated Risk Profile.

## Board of Directors Supporting Organs

In implementing GCG principles, the Board of Directors has several supporting organs, both those formed according to compliance and those formed according to needs, including:



### Committees Under the Board of Directors

#### Asset and Liabilities/Asset Liabilities Committee (ALCO)

The Asset and Liabilities Committee (ALCO) is a committee formed to assist the Board of Directors in executing the function of setting strategies for asset and liability management, determining interest rates, liquidity, and other matters related to the management of the company's assets and liabilities.

#### ALCO Membership in the Year 2023

Position	Served By
Head	President Director
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. President Director</li> <li>2. Corporate Finance &amp; Business Strategic Director</li> <li>3. Sales &amp; IT Director</li> </ol>
Permanent Non-Voting Member	<ol style="list-style-type: none"> <li>1. Chief Risk Management</li> <li>2. Chief Strategic Marketing</li> <li>3. Chief AR Management &amp; Digital</li> <li>4. Retail Risk Management Division Head</li> <li>5. Treasury &amp; Finance Division Head</li> <li>6. Corporate Planning &amp; Performance Management Division Head</li> <li>7. Corporate Risk Management Division Head</li> <li>8. Strategic Marketing &amp; Communication Division Head</li> <li>9. Accounting, Tax, &amp; Financial Planning Division Head</li> </ol>
Secretary	Retail Risk Management Division Head
Alternative Secretary 1	Treasury & Finance Division Head
Alternative Secretary 2	Corporate Planning & Performance Management Division Head
Invitee	Division Head dan/atau Department Head terkait materi yang hadir sebagai undangan

#### Duties and Responsibilities of ALCO

1. Monitor liquidity limits that need to be available according to the Company's needs.
2. Manage market risk (maturity mismatch) and liquidity (market & liquidity risk) as input for management to assess the level of exposure to market and liquidity risks.
3. Monitor lending interest rates to ensure the Company's financial targets can be achieved.
4. Estimate the credit needs and required sources of funds.
5. Manage assets and liabilities sensitive to changes in interest rates and handle the impacts of these changes to maximize interest income.
6. Act as a liaison with other units in financial and budget planning, new product development, portfolio management, capital adequacy, and stable growth.

7. Making strategic decisions in the field of asset and liability management, within the limits of the authority delegated by the Board of Directors, such as establishing limits related to Liquidity Risk and Market Risk in accordance with the overall risk-taking policy.

### ALCO Meeting

The ALCO meeting is a forum for committee members to discuss any policies and strategic decisions related to the management of the Company's assets and liabilities. This meeting is held at least once a month.

The meeting is considered valid and has the authority to make binding decisions if the attending members include a minimum composition of at least 2 Directors and the presence of 2 Functional Members (Risk Function and Finance Function). The presence of the Director of Finance & CPM and/or the Director of Sales and Distribution can be substituted by the presence of the President Director. Decisions made during the ALCO meeting are based on a consensus recorded in the meeting minutes.

Throughout the year 2023, ALCO meetings have been conducted 12 times, following the provisions and mechanisms applicable to the Company. Some of the discussions held in the ALCO meetings are related to:

No.	Place & Date	Agenda	Participant Attendance Percentage (%)
1	Jakarta, January 31, 2023	Economic Outlook & Macroeconomic Forecast for December 2022	100
		Pricing Development for December 2022	
		Liquidity Projection for January 2023	
		Proposal for Liquidity Reserves for the Year 2023	
2	Jakarta, February 23 2023	Economic Outlook & Macroeconomic Forecast for January 2023	83.33
		Pricing Development for January 2023	
		Liquidity Projection for February 2023	
3	Jakarta, March 29, 2023	Economic Outlook & Macroeconomic Forecast for February 2023	83.33
		Pricing Development for February 2023	
		Liquidity Projection for March 2023	
4	Jakarta, April 26, 2023	Economic Outlook & Macroeconomic Forecast for March 2023	100
		Pricing Development for March 2023	
		Liquidity Projection for April 2023	
5	Jakarta, May 30, 2023	Economic Outlook & Macroeconomic Forecast for April 2023	100
		Pricing Development for April 2023	
		Liquidity Projection for May 2023	
6	Jakarta, June 27, 2023	Economic Outlook & Macroeconomic Forecast for May 2023	66.67
		Pricing Development for May 2023	
		Liquidity Projection for June 2023	
7	Jakarta, July 20, 2023	Economic Outlook & Macroeconomic Forecast for June 2023	100
		Pricing Development for June 2023	
		Liquidity Projection for July 2023	
8	Jakarta, August 24, 2023	Economic Outlook & Macroeconomic Forecast for July 2023	100
		Pricing Development for July 2023	
		Liquidity Projection for August 2023	

No.	Place & Date	Agenda	Participant Attendance Percentage (%)
9	Jakarta, September 21, 2023	Economic Outlook & Macroeconomic Forecast for August 2023	66.67
		Pricing Development for August 2023	
		Liquidity Projection for September 2023	
10	Jakarta, October 18, 2023	Economic Outlook & Macroeconomic Forecast for September 2023	100
		Pricing Development for September 2023	
		Liquidity Projection for October 2023	
11	Jakarta, November 21, 2023	Economic Outlook & Macroeconomic Forecast for October 2023	100
		Pricing Development for October 2023	
		Liquidity Projection for November 2023	
12	Jakarta, December 18, 2023	Proposal for Changes to ALCO Structure	100
		Economic Outlook & Macroeconomic Forecast for November 2023	
		Pricing Development for November 2023	
		Liquidity Projection for December 2023	

### Summary Report on the Implementation of ALCO Committee Duties Year 2023

Throughout the year 2023, the ALCO has carried out its functions by performing the following tasks:

1. Conducting analysis and presenting the results of national and global economic conditions analysis to establish corporate strategies.
2. Analyzing liquidity, particularly analyzing sources and projections of fund utilization.
3. Analyzing MTF pricing conditions, including the realization of pricing for each product and determining the Base Lending Rate for setting financing product rates.
4. Establishing financing strategies to enhance market penetration.

### Credit Committee

The credit committee is a group of MTF officials who can make credit approval decisions according to their respective authorization limits obtained through the Decree of WMP/Authority to Decide Financing.

### Membership of the Credit Committee

The Credit Committee consists of the Head Office Credit Committee and the Branch/Unit Credit Committee, most of which are appointed by the Board of Directors to have WMP limits.

The Branch Credit Committee for new credit approvals consists of the Credit Head, Sales Head, and Branch Manager. The Credit Head provides analysis results and decisions in the E-Star system through the Request of Credit Approval (RCA) found in the Credit menu under

"Credit Process." The Sales Head reviews decisions rejected by the Credit Head according to the "Four Eye Principle". The Branch Manager has the authority to make credit approval decisions.

The Head Office Credit Committee for new credit approvals consists of retail sales functions (Area Sales Manager and Regional Manager), credit functions (Area Credit Manager and Credit Management Division Head), and the Board of Directors.

### Duties and Responsibilities of the Credit Committee

The Credit Committee, in every decision to approve credit, is obligated to perform its function as a means of risk control and credit management control.

The Credit Committee, as a means of risk management control, implies that:

- Every financing approval made by the Credit Committee can be interpreted as a statement that the approved customer's financing request is feasible.
- Every financing approval is a decision by the Credit Committee to allocate funds to financing with mitigated risks.

The Credit Committee, as a means of credit management control process, implies that:

- Every approval by the Credit Committee is a part of controlling the entire credit process.
- Determine and ensure that the procedures for granting credit are carried out correctly in accordance with existing procedure.

## Risk Management Committee

With the increasing activities of the Company, the potential risks faced will become more complex. Therefore, the Company forms a Risk Management Committee to support the Board of Directors in effectively overseeing and managing all potential risks. The potential risks faced by the Company include Strategic Risk, Operational Risk, Credit Risk, Market Risk, Liquidity Risk, Legal Risk, Compliance Risk, and Reputation Risk.

The duties and responsibilities of the Risk Management Committee are to provide recommendations to the President Director regarding the Implementation of Risk Management, which includes:

1. Formulating policies, strategies, and guidelines for implementing Risk Management.
2. Improving or adjusting the implementation of Risk Management based on the evaluation results of Risk Management implementation.
3. Determining matters related to business decisions that deviate from normal procedures.
4. Creating a summary of recommendations, follow-ups, and/or results of the implementation of Risk Management.

The membership of the Risk Management Committee is as follows:

Chairman: Director of Risk Management

Permanent Members:

1. Director of Finance & CPM
2. Director of Sales & Distribution
3. Chief Bidang Risk Management
4. Retail Risk Management Division Head
5. Corporate Risk Management Division Head
6. Corporate Secretary Division Head
7. Legal Division Head

Non-permanent Members:

Senior officials who will be invited according to the relevance of the discussion

## Risk Management Committee Meeting

1. The Risk Management Committee Meeting is conducted periodically (at least 4 times a year).
2. The Risk Management Committee Meeting can be held if attended by more than ½ (half) of the total members, including the Chairman of the Risk Management Committee.
3. The meeting is chaired by the Risk Management Chairman; if the Chairman is unable to attend, the meeting can be led by a designated member.
4. The results of the Risk Management Committee Meeting are documented in meeting minutes signed by all attending members of the Risk Management Committee.

Throughout the year 2023, the company has conducted the Risk Management Committee Meeting four times with the summary agenda as follows:

No.	Place & Date	Agenda	Participant Attendance Percentage (%)
1	March 30, 2023	Results of Stress Test for Semester 1 2023	100
		Update on Implementation of COVID-19 Restructuring Provisions	
		Maximum Financing Provision Limit	
		Trendline of Corporate Fleet Portfolio & Industry Limits	
		Review & Monitoring of Operational Risk	
		Work Program for Consumer Protection Unit	
		Performance of Customer Complaint Services	
2	Jakarta, July 4, 2023	Changes in Parameter & Rating Rules	100
		Back Testing Results and Health Level of Company Financing	
		Corporate Fleet Portfolio	
		Maximum Financing Provision Limit	
		Operational Risk Profile of Branches	
Compliance Risk			
		Performance of Customer Complaint Services	

No.	Place & Date	Agenda	Participant Attendance Percentage (%)
3	Jakarta, September 27, 2023	Integrated Stress Test	100
		Improvement Processes Implemented in Corporate Fleet	
		Performance of Corporate Fleet	
		Proposed Validity Period for Purchase Orders & Facility Approval Letters	
		Framework, Scope, and Methodology for Operational Risk Review	
		Presentation of Control Testing Results and Monitoring in Retail Segments	
		Issue & Action Management (IAM) for Fleet Segments	
		Compliance Risk	
4	December 27, 2023	Performance of Customer Complaint Services	100
		Changes in Risk Based Bank Rating (RBBR) Methodology	
		Corporate Fleet Portfolio	
		Portfolio and Quality by Top 10 Economy Sectors	
		Corporate Fleet Restructuring Portfolio	
		Presentation of Control & Monitoring Results in Retail Segments	
		Review of Financing Limits	
		Compliance Risk	
Performance of Customer Complaint Services			
		Update on Consumer Protection Implementation	

## Anti-Fraud Committee

The establishment of the Anti-Fraud Committee is based on assisting the Board of Directors in specifically addressing prevention (Anti-Fraud) internally within the Company. This is one form of management's commitment to implementing Good Corporate Governance (GCG) and fostering the Company's work culture.

### Membership of the Anti-Fraud Committee

The composition of the Anti-Fraud Committee membership consists of:

1. Chairman of the Anti-Fraud Committee: Corporate Secretary Division Head
2. Vice Chairman of the Anti-Fraud Committee: Corporate Audit Division Head
3. Members of the Anti-Fraud Committee:
  - a. Corporate Risk Management Division Head
  - b. Retail & Operation Risk Management Division Head
  - c. Human Capital Division Head
  - d. Recovery Management Division Head
  - e. Legal Division Head
  - f. Acting HC Learning Division Head

### Duties and Responsibilities of the Anti-Fraud Committee

1. The Anti-Fraud Committee is the representative of the central office unit/division that carries out the functions of control, supervision, and handling of corporate risk incidents, including fraud.
2. The Anti-Fraud Committee reports directly to the President Director.
3. The Anti-Fraud Committee summarizes the findings of fraud and reports them directly to the Board of Directors and the Board of Commissioners.
4. Discusses fraud incidents, considering factors such as chronological evidence, root causes, financial impacts, potential preventive measures for recurring and future fraud events.
5. Periodically monitors compliance with the implementation of the code of ethics.
6. Conducts continuous evaluation of fraud incidents.
7. Establishes improvement steps, controls, and business processes to prevent the recurrence of fraud incidents.

### Anti-Fraud Committee Meeting

The Anti-Fraud Committee Meeting is a discussion involving all committee members and departments related to indications of fraud within the Company. It addresses reports of fraud indications from

whistleblowers through email, the website, and the Anti-Fraud call center, as well as direct contact with the committee. During the meeting, analysis, evidence from the reporter, decisions on follow-up actions and fraud investigations, as well as recommendations for sanctions against the perpetrator, are discussed. These recommendations are later conveyed to the President Director for a final decision.

Throughout the year 2023, the Anti-Fraud Committee Meeting has been conducted four times, in accordance with the provisions and mechanisms applicable to the Company. Some of the discussions in the Anti-Fraud Committee Meeting include:

- Discussion of fraud indications based on WBS reports
- Discussion of the development of EDS and evaluation of WBS implementation

### Sort Report on Task Implementation on the Year of 2023

Throughout the year 2023, the Anti-Fraud Committee has carried out its functions by implementing the four pillars of the Anti-Fraud strategy in accordance with existing regulatory provisions. These pillars include:

- **Prevention (Preventive):**  
Conducted preventive activities and strategies, such as raising awareness in branches and central offices regarding anti-fraud awareness. Regularly conducted training sessions, filling classes periodically, and distributed anti-fraud awareness posters to all employees every week through email and desktop wallpapers on their laptops/computers.
- **Detection**  
Detected and analyzed all forms of reporting from whistleblowers, both internal and external. The committee has analyzed resolutions, root causes, and follow-up actions related to the resolution of cases to ensure their proper resolution.
- **Investigation, Reporting, and Sanctions**  
Investigations are conducted when there are indications of fraud, whether internally at the headquarters or at branch offices of the Company. Additionally, the committee periodically reports findings to management, regulators, and the parent company. The committee provides recommendations for sanctions and presents these recommendations to management for decision-making during board meetings.
- **Monitoring, Evaluation, and Follow-up**  
The committee consistently monitors and coordinates with other divisions regarding directives and follow-up actions, including sanctions from management. This ensures that sanctions decided for fraudulent acts are promptly implemented by the relevant division or regional head.

### Information Technology Directing Committee

In order to support the effectiveness of the tasks and responsibilities of the Board of Directors, the Company has formed a committee tasked with assisting the Board of Directors in providing guidance and monitoring the implementation of the framework, policies, and risk management in the use of Information Technology in accordance with POJK No. 4/POJK.05/2021 to support business development and operations, including the continuity of services to debtors.

### Roles and Responsibilities of the Information Technology Directing Committee

The roles and responsibilities of the Information Technology Directing Committee involve recommending to the Board of Directors regarding the implementation of information technology, including:

1. Development plans for Information Technology aligned with business activities.
2. Formulation of policies and procedures for Information Technology.
3. Alignment of the implementation of approved Information Technology projects with the Information Technology development plan.
4. Alignment of Information Technology with the needs of the management information system and business activities.
5. Effectiveness of risk mitigation for investments in the information technology sector to ensure contributions to business objectives.
6. Monitoring the performance of Information Technology and efforts to improve its performance.
7. Resolution of various Information Technology-related issues that cannot be effectively, efficiently, and timely addressed by the relevant work units.
8. Adequacy and allocation of Information Technology resources.

### Membership of the Information Technology Steering Committee

The membership of the Information Technology Directing Committee is as follows:

1. Chairman: Director of Information Technology
2. Permanent Members:
  - a. Chief of Risk Management Division
  - b. 2 Information Technology Division Head
  - c. 3 Retail Risk Management Division Head
  - d. Corporate Risk Management Division Head
  - e. Corporate Secretary Division Head
  - f. Strategic Marketing & Communication Division Head
3. Non-Permanent Members:  
Senior officials who will be invited based on the relevance of the discussion.

### Meeting of the Information Technology Directing Committee

1. The Information Technology Steering Committee meeting is held periodically (at least 4 times a year).
2. The meeting can proceed if attended by more than half (one per two) of the total members, including the Chairman of the Information Technology Directing Committee.
3. The meeting is chaired by the Chairperson of the Information Technology Directing Committee. In case the Chairman is unable to attend, the meeting can be led by a designated member.
4. The outcomes of the Information Technology Directing Committee meeting are documented in minutes/notes signed by all attending members.

Throughout the year 2023, the Company has organized the Information Technology Directing Committee meeting four times with the following summarized agenda:

No.	Place & Date	Agenda	Participant
1	Online, March 17, 2023	<ol style="list-style-type: none"> <li>1. Progress Update on ISO27001 Certification MTF1Access</li> <li>2. Update on IT CISO Mandiri Assessment</li> <li>3. Update on MTF Mobile Application Development and Implementation of MTF1Access at Branch Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. BOD: <ul style="list-style-type: none"> <li>• Pinohadi G Sumardi</li> <li>• Perana Citra</li> <li>• Johannes Barus</li> </ul> </li> <li>2. Kanda Octaviano (IT &amp; Strategic Digital)</li> <li>3. Vitriati Hartika (Corporate Risk)</li> <li>4. Citra Judith (CPM)</li> <li>5. Camar Sativa (SMC)</li> </ol>
2	Online, July 6, 2023	<ol style="list-style-type: none"> <li>1. Update on Mandiri CISO Recommendations</li> <li>2. Review of Reports related to IT Security</li> <li>3. Update on System Canalis Project</li> <li>4. Update on MTF Mobile Application Development</li> </ol>	<ol style="list-style-type: none"> <li>1. BOD: <ul style="list-style-type: none"> <li>• Pinohadi G Sumardi</li> <li>• Perana Citra</li> <li>• Johannes Barus</li> </ul> </li> <li>2. Kanda Octaviano (IT &amp; Strategic Digital)</li> <li>3. Vitriati Hartika (Corporate Risk)</li> </ol>
3	Graha Mandiri, September 27, 2023	<ol style="list-style-type: none"> <li>1. Review of LockBit 3.0 Handling at MTF</li> <li>2. Review of Reports related to IT Security</li> <li>3. Update on Internal Development Progress</li> <li>4. Update on Enhancement Development for MTF Mobile Application, Host to Host with Hyundai Dealers, MTF1Access Application</li> </ol>	<ol style="list-style-type: none"> <li>1. BOD: <ul style="list-style-type: none"> <li>• Perana Citra</li> <li>• Johannes Barus</li> </ul> </li> <li>2. Kanda Octaviano (IT &amp; Strategic Digital)</li> <li>3. Vitriati Hartika (Corporate Risk)</li> </ol>
4	Graha Mandiri, December 27, 2023	<ol style="list-style-type: none"> <li>1. Update on Fulfillment of IT Security Requirements from Bank Mandiri's CISO</li> <li>2. Review of Reports related to IT Security</li> <li>3. Update on Internal Development Progress</li> <li>4. Update on Preparation of IT Strategic Plan 2024</li> <li>5. Update on the Use of MTF1Access in Branch Offices, Development Plans for MTF1Access and MTF Mobile in 2024</li> </ol>	<ol style="list-style-type: none"> <li>1. BOD: <ul style="list-style-type: none"> <li>• Pinohadi G Sumardi</li> <li>• Perana Citra</li> <li>• Johannes Barus</li> </ul> </li> <li>2. Kanda Octaviano (IT &amp; Strategic Digital)</li> <li>3. Vitriati Hartika (Corporate Risk)</li> <li>4. Indra Budi Laksana (Retail Risk)</li> </ol>

### Summary Report on the Implementation of the Information Technology Steering Committee Duties for the Year 2023

In the year 2023, the Information Technology Steering Committee has conducted 4 meetings to discuss the necessary information technology strategies requiring decisions from management. For details on meeting discussions, please refer to the meeting agenda data as provided above.

### Corporate Secretary

The Corporate Secretary ensures the Company's compliance with regulations regarding disclosure requirements in line with the implementation of corporate governance principles. They provide information needed by the Board periodically and/or when requested, manage and archive corporate

documents, and act as a liaison officer for the Company in dealings with external parties.

The position and responsibilities of the Corporate Secretary are regulated by the Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies.

### Appointment and Dismissal of the Corporate Secretary

The Corporate Secretary is appointed and dismissed by the Chief Executive Officer (CEO) based on the Company's internal mechanisms, with the approval of the Board of Commissioners. The Corporate Secretary is responsible for and directly reports their activities to the CEO. The Corporate Secretary is prohibited from holding any position in other issuers or public companies concurrently.



### Qualifications of the Corporate Secretary

The Corporate Secretary is entrusted with the mission to consistently and sustainably support the creation of a positive image for the Company through effective communication program management to all stakeholders. The qualifications for the Corporate Secretary include, at a minimum:

1. Competent in legal matters.
2. Possesses knowledge and understanding in the fields of law, finance, and corporate governance.
3. Understands the Company's business activities.
4. Has excellent communication skills.
5. Resides in Indonesia.

### Corporate Secretary



<b>Name</b>	<b>Arif Reza Fahlepi</b>
<b>Position</b>	Corporate Secretary
<b>Legal Basis of the Appointment</b>	The decision of the Board of Directors No. 01324/SKHCP.SVC/ HC/11/2018 dated November 26, 2018.
<b>Term of Office</b>	Since November 26, 2018
<b>Period</b>	1
<b>Age</b>	46 Years Old
<b>Nationality</b>	Indonesian
<b>Domicile</b>	South Jakarta
<b>Education Background</b>	<ul style="list-style-type: none"> <li>• Magister (S2) jurusan Corporate Communication di London School of Public Relations (2017)</li> <li>• Bachelor's degree in Indonesian Literature from Padjadjaran University (2001)</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>• Head of the Strategic Cooperation Division at the Public Affairs Forum Indonesia (2020 - Present)</li> <li>• Head of Corporate Communication at PT Federal International Finance (2016-2018)</li> <li>• Corporate Communication Analyst at PT Federal International Finance (2007-2016)</li> <li>• Human Capital at PT Federal International Finance (2005-2007)</li> <li>• Surveyor at PT Federal International Finance (2004-2005)</li> <li>• Editor at PT Cahaya Rakyat Merdeka (2001-2004)</li> <li>• Marketing Officer at PT Purbaya Pancasakti (1997-2001)</li> <li>• Active member of the Central Executive Board of the Indonesian Public Relations Association (PERHUMAS) in the Strategic Cooperation division for the period (2017-2020)</li> </ul>
<b>Concurrent Position</b>	Within the Company: None Outside the Company: None
<b>Professional Certification</b>	<ul style="list-style-type: none"> <li>• Anti-Fraud Awareness Certification for Financing Companies (LPPI)</li> <li>• Basic Financing Managerial Certification (LSPPi)</li> <li>• Indonesian Financing Profession Certification (SPPI)</li> <li>• Executive Public Relations Competency Certification from the National Professional Certification Body (BNSP)</li> </ul>

### The Organizational Structure of Corporate Secretaries

Structurally, the Corporate Secretary is 1 (one) level below the Board of Directors. The Corporate Secretary reports directly to the President Director. The Corporate Secretary supervises the heads of the Corporate Communication Department, Corporate Compliance Department, Legal Business Department, and Customer Care Department. It is hoped that the presence of a Corporate Secretary will assist the Board of Directors in managing Company information and ensuring that the Company complies with regulations pertaining to disclosure requirements in accordance with the application of GCG principles.



Until the end of 2023, the number of employees in the Corporate Secretary, Legal Compliance & APU PPT Division is as follows:

Position	Number of Employee (Person)
Head of Division	1
Head of Department	3
Supervisor	17
Staff	6
<b>Total</b>	<b>27</b>

### Corporate Secretary Work Guidelines

In order to support the work of the corporate secretary, Work Guidelines for Corporate Secretary No. 03/ PGN/06/2016 was released on December 23, 2016, and corrected/revised on December 14, 2018, with approval from the Company's Board of Directors.

### Duties and Responsibilities of Corporate Secretary

The functions, duties, and responsibilities of the Corporate Secretary are as follows:

#### Functions

Planning, coordinating, and controlling all aspects of the Company's activities, including corporate communication, CSR, handling consumer complaints, corporate actions, compliance with regulations, implementation of good corporate governance (GCG), and serving as the contact person in relations with shareholders, stakeholders, and regulators to enhance GCG and the company's compliance with regulations.

#### Duties and Responsibilities

1. Stay abreast of developments in the Capital Market, particularly the prevailing regulations in the Capital Market field.
2. Provide input to the Board of Directors and Board of Commissioners to ensure compliance with prevailing regulations in the Capital Market field.
3. Assist the Board of Directors and Board of

Commissioners in implementing corporate governance, including:

- a. Disseminating information to the public, including making information available on the Company's website.
- b. Timely submission of reports to the Financial Services Authority.
- c. Conducting and documenting General Meetings of Shareholders.
- d. Organizing and documenting meetings of the Board of Directors and/or Board of Commissioners.
- e. Implementing orientation programs for the Company for the Directors and/or Board of Commissioners.
  - Act as a liaison between the Company, Shareholders, Financial Services Authority, and other stakeholders.
  - Plan, coordinate, and ensure the smooth implementation of Corporate Actions such as General Meetings of Shareholders, Public Exposures, CSR, dividend distributions, and the issuance of Bonds/MTNs.
  - Ensure that the Company's articles of association, licenses, and agreements comply with applicable regulations.
  - Oversee and coordinate the whistleblowing system to enhance internal controls.
  - Ensure smooth People Management functions in the Corporate Secretary division.

### Development of Corporate Secretary's Competency

The Company facilitates the implementation of a development program for the Corporate Secretary to enhance competencies. This program is expected to have a positive impact on the productivity and effectiveness of the Corporate Secretary's performance.

Activities for competency development attended by the Corporate Secretary Division Head in 2023 were as follows:

Participant	Type/ Material of Training	Organizer	Time & Place
Arif Reza Fahlepi (Corporate Secretary Division Head)	Webinar "Leadership in Changing Atmosphere"	OJK Institute	Online, August 8, 2023
Arif Reza Fahlepi (Corporate Secretary Division Head)	Implementation of the Personal Data Protection Law	OJK	November 11, 2023
Arif Reza Fahlepi (Corporate Secretary Division Head)	Anti-Fraud and Gratification	Hari Iman Wahyudi, S. psi, Psikolog, Cht	December 12, 2023
Arif Reza Fahlepi (Corporate Secretary Division Head)	Leadership for General Manager	MTF	December 12, 2023

### Implementation of the Corporate Secretary's Duties in 2023

In general, the activities carried out by the Corporate Secretary throughout the year 2023 include:

1. Organizing the Annual General Meeting of Shareholders for the 2022 Fiscal Year and Extraordinary General Meeting of Shareholders in 2023;
2. Conducting regular Board of Directors and Board of Commissioners meetings;
3. Fulfilling the Company's reporting obligations to the Regulator;
4. Building relationships with external parties, especially stakeholders;
5. Executing Company events, both internal and external;
6. Implementing Corporate Social Responsibility, Financial Literacy, and Inclusion activities;
7. Managing relations with mass media and monitoring news coverage;
8. Managing and updating the Company's website content;

9. Participating in public recognition activities and sponsorship;
10. Reviewing and recommending updates and improvements to policies, provisions, and procedural systems owned by the Company to comply with applicable regulations and laws; and
11. Handling customer complaints and making regular mandatory reports.

### Corporate Information Publication

The Company is committed to consistently adhere to the principle of information transparency by publishing various activities or information about the Company throughout the fiscal year 2023. This is in accordance with Bapepam and LK Regulation No. X.K.1 (Chairman of Bapepam and LK Decision No. Kep-86/PM/1996 dated January 24, 1996) and Jakarta Stock Exchange Regulation No. I-E.IV (Director's Decision of PT Bursa Efek Jakarta No. Kep-306/BEJ/07-2004 dated July 19, 2004). The disclosure of material information by the Company is done through reports or press releases.

### Monthly Financial Report of Financing Company

In accordance with OJK Regulation No. 3/POJK.05/2013 concerning Monthly Reports of Non-Bank Financial Institutions and OJK Circular Letter No. 26/SEOJK.05/2019 concerning Amendments to OJK Circular Letter No. 3/SEOJK.05/2016 concerning Monthly Reports of Financing Companies, Financing Companies are required to submit Monthly Reports to OJK no later than the 10th of each month. Throughout the year 2023, the Company has timely and in accordance with applicable regulations reported Monthly Financial Reports to OJK. Please provide information

2023 Monthly Report	Date of Report Submission
January	February 10, 2023
February	March 10, 2023
March	April 10, 2023
April	May 10, 2023

2023 Monthly Report	Date of Report Submission
May	June 11, 2023
June	July 7, 2023
July	August 8, 2023
August	September 8, 2023
September	October 11, 2023
October	November 8, 2023
November	December 11, 2023
December	January 9, 2024

### Obligation to Submit Foreign Exchange Debt Data

Based on OJK Letter No. S-30/PM.2/2013 dated February 7, 2013, and No. S-124/PM.23/2013 dated February 27, 2013, regarding the Request for Foreign Exchange Debt/Obligation Data, Issuers or Public Companies are required to submit:

1. Report on the amount of foreign exchange debt/obligations
2. Projection of foreign exchange debt/obligation payments per month
3. Information on the maturity date of foreign currency debt/obligation If the issuer does not have or has foreign currency debt/obligation, the issuer is still required to report to the OJK using the specified form. The above report must be submitted to the OJK no later than the 10th of each month using the formula attached to OJK Letter No. S-30/PM.2/2013 dated February 7, 2013.

Throughout the year 2023, the Company has reported to OJK the foreign exchange debt/obligation reports in a timely manner and in accordance with applicable regulations, as follows:

2023 Monthly Report	Date of Report Submission
January	February 8, 2023
February	March 7, 2023
March	April 6, 2023
April	May 5, 2023
May	June 9, 2023
June	July 6, 2023
July	August 7, 2023
August	September 6, 2023
September	October 3, 2023
October	November 7, 2023
November	December 6, 2023
December	January 4, 2023

### Activities to Foster Relations with the Mass Media

The Company consistently fosters good relationships with the Mass Media as partners in disseminating information about the Company's condition. The Company periodically conducts joint activities with the mass media to enhance communication by engaging in various activities.

### Management of Company Information and Data Access

The Company consistently provides convenience for stakeholders to access Company information and data through the website [www.mtf.co.id](http://www.mtf.co.id). In addition to being a means of disseminating information to the public, this website also represents the Company's efforts to implement GCG practices and transparency to all stakeholders.

### Management of the Company's Website

In accordance with Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 regarding the Company Website of Issuers and Public Companies, the Company has an official website reflecting the company's identity and can be accessed through [www.mtf.co.id](http://www.mtf.co.id). The company's website is divided into two platforms: the product and service website at [www.mtf.co.id](http://www.mtf.co.id) managed by the marketing team, and the corporate website at [www.mtf.co.id/corporate](http://www.mtf.co.id/corporate) managed by the Corporate Secretary.

The Company regularly updates the website to provide the latest information related to the company to stakeholders and to comply with applicable regulations. The Company's website also provides contact numbers, email addresses, and postal addresses for further communication with stakeholders. The Company has made efforts to adjust the website based on OJK Regulation No. 8/POJK.04/2015..

Below is the compliance of the content of the Company's corporate website [www.mtf.co.id/corporate](http://www.mtf.co.id/corporate) with the Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 regarding the Company Website of Issuers or Public Companies.

No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
<b>General Requirement</b>					
1	The Issuer or Public Company has a Website.	√			Website access through <a href="http://www.mtf.co.id">www.mtf.co.id</a> and <a href="http://www.mtf.co.id/korporat/id">www.mtf.co.id/korporat/id</a>
2	a. The Issuer's or Public Company's Website has been made with due observance of laws and regulations	√			<ul style="list-style-type: none"> <li>• POJK No 8/ POJK.04/2015</li> <li>• POJK No 31/ POJK.04/2015</li> <li>• POJK No 29/POJK.04/2016</li> </ul>
	b. The Website already has a Website address that reflects the identity of the Issuer or Public Company	√			Ya
3	a. The website of the Issuer or Public Company has presented information in Indonesian and foreign languages, provided that the foreign language used is at least English	√			Ya
	b. Information presented in foreign languages contains the same information as information presented in Indonesian.	√			Ya
<b>Information Contained on The Website</b>					
4	a. The Website contains information about Issuers or Public Companies which is open to the public, current and up-to-date	√			-
	b. The information referred to in letter a has fulfilled the following conditions:				
	1. Presented correctly and not misleading regarding the condition of the Issuer or Public Company;	√			-
	2. Presented clearly so that it is easy to understand; and	√			-
	3. Can be accessed at any time by all parties.	√			-

No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
	General information of Issuers or Public Companies Matters that must be disclosed include				
	a. Name, address and contact of the head office and/or representative office of the Issuer or Public Company, and the address of the manufacturer (if any), which at least includes a telephone number, facsimile number and e-mail address where you can be contacted;	√			The addresses of the head office and branch offices are available
	b. Brief history of the Issuer or Public Company;	√			Available
	c. Organizational structure of the Issuer or Public Company;	√			Updated on March 5, 2023
	d. Issuer or Public Company ownership structure, including:				
	1. A description of the names of the shareholders and their percentage of ownership at the end of each month;	√			MTF is a non-public company, so information of share ownership has not changed
	2. Information regarding the major and controlling shareholders of the Issuer or Public Company, either directly or indirectly, up to the individual owner, which is presented in the form of a schematic or diagram; and	√			Available
5	3. Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity, along with the percentage of share ownership, line of business and operating status of the company (if any);			√	None because the Company has no subsidiaries.
	e. The structure of the Issuer or Public Company group in chart form which at least includes companies in the Issuer or Public Company group Public who are under the supervision of the Financial Services Authority;	√			Information on the group structure of Bank Mandiri and Tunas Ridean.
	f. Profiles of the Board of Directors, Board of Commissioners, committees and Corporate Secretary at least include				
	1. Photo;	√			-
	2. Name;	√			-
	3. History of position, including concurrent positions;	√			-
	4. Education Background; and	√			-

No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
	5. Affiliation relationship between members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors and/or members of the Board of Commissioners, as well as shareholders (if any);	√		-	
	g. Name and address:				
	1. Public Accountant who audits the financial statements of Issuers or Public Companies in the current year;	√		-	
	2. Securities Rating Agency (if any);	√		-	
	3. Trustee (if any); and/or	√		-	
	4. Securities Administration Bureau (if any); and	√		-	
	h. Articles of Association document	√		Available.	
	Information for investors or investors Items that must be disclosed include:				
	a. Public Offering Prospectus;	√		Available.	
	b. Annual report, for the last 5 (five) financial years; and	√		Available.	
	c. Financial information, at least includes:				
	1. Annual financial reports, for the last 5 (five) financial years;	√		Available.	
	2. Semi-annual financial reports, for the last 5 (five) financial years; and	√		Available.	
	3. Summary of important financial data, in the form of a comparison for the last 5 (five) financial years which at least contains:	√		Available	
	a) revenue;	√		-	
	b) gross profit;	√		-	
6	c) profit (loss);	√		-	
	d) total profit (loss) attributable to owners of the parent entity and non-controlling interests;	√		-	
	e) total comprehensive profit (loss);	√		-	
	f) total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;	√		-	
	g) earnings (loss) per share;	√		-	
	h) total assets;	√		-	
	i) total liabilities;	√		-	
	j) total equity;	√		-	
	k) ratio of profit (loss) to total assets;	√		-	
	l) ratio of profit (loss) to equity;	√		-	
	m) profit (loss) to revenue ratio;	√		-	

No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
	n) current ratio;	√		-	
	o) liabilities to equity ratio;	√		-	
	p) ratio of liabilities to total assets; and	√		-	
	q) information and other financial ratios that are relevant to the company and its type of industry;	√		-	
	d. Information on the General Meeting of Shareholders, at least includes:				
	1. Announcement and summons;	√		-	
	2. Agenda items discussed at the General Meeting of Shareholders;	√		Available.	
	3. Curriculum vitae of prospective members of the Board of Directors and Board of Commissioners if there is an agenda item appointment or replacement of members of the Board of Directors and Board of Commissioners; and	√		There was a change in the Board of Commissioners during the Annual General Meeting in 2023.	
	4. summary of the minutes of the General Meeting of Shareholders;	√		Available.	
	e. Share information, at least includes:				
	1. Number of outstanding shares;	√		The data is in the form of stock composition information	
	2. Stock split (if any);		√	-	
	3. Merger of shares (if any);		√	-	
	4. Bonus shares (if any); and		√	-	
	5. Change in nominal value of shares (if any);		√	-	
	f. Information on bonds and/or Sukuk, at least includes:				
	a. The value of outstanding bonds and/or Sukuk;	√		Available	
	b. Bond and/or Sukuk rating results;	√		-	
	c. Due date; and	√		-	
	d. Bond interest rates and/or Sukuk yields;	√		-	
	g. Dividend information;	√		Available.	
	h. Information for investors or investors, media, public, and/or analysts (if any);	√		-	
	i. Information regarding corporate actions taken by Issuers or Public Companies and actions taken by other parties against Issuers or Public Companies (if any), including:				
	1. Affiliated Transactions and Conflicts of Interest in Certain Transactions;	√		-	



No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
	2. Material Transactions and changes in Main Business Activities;		√	-	
	3. Business Merger or Business Consolidation;		√	-	
	4. Public Company Takeover;		√	-	
	5. Quasi Reorganization;		√	-	
	6. Buy back shares issued by Issuers or Public Companies;		√	-	
	7. Distribution of Bonus Shares;		√	-	
	8. Tender Offer Statement;		√	-	
	9. Repurchase of shares by Issuers or Public Companies in market conditions that have the potential for a crisis; and		√	-	
	10. Share ownership program by members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies or controlled parties; and		√	-	
	j. Information regarding corporate actions taken by Issuers or Public Companies and actions taken by other parties against Issuers or Public Companies (if any), including:	√		-	
	Corporate governance information Items that must be disclosed include:				
	a. Work guidelines for the Board of Directors and the Board of Commissioners;	√			Sudah dilengkapi di bagian keterbukaan informasi
	b. Appointment, removal, and/or vacancy of the Corporate Secretary, including the temporary Corporate Secretary, as well as the supporting information;	√			Available.
	c. Internal Audit Unit Charter;	√			Sudah dilengkapi di bagian keterbukaan informasi
	d. Code of Ethics;	√			Available.
	e. Committee work guidelines;	√			Available.
7	f. Appointment and dismissal of members of the Audit Committee;	√			Available.
	g. Description of Nomination and Remuneration procedures, if no Nomination and Remuneration Committee is formed	√			Available.
	h. Risk management policy;	√			Available.
	i. Violation reporting system mechanism policy (if any);	√			Available.
	j. Anti-corruption policy (if any);			√	-
	k. Policies related to supplier selection and creditor rights (if any); and			√	-
	l. Policies on vendor capability enhancement (if any).			√	-

No.	POJK No. 8/POJK.04/2015 on Issuer or Public Company Websites	Compliance with MTF Websites			Note
		Yes	No	N/A	
	Corporate social responsibility information				
8	a. Information on corporate social responsibility includes policies, types of programs, and costs incurred by Issuers or Public Companies	√		-	
	b. Policies, types of programs, and costs as referred to in letter a related to the following aspects:				
	1. The environment;	√		Available.	
	2. Employment, health and safety practices;	√		Available.	
	3. Social and community development; and	√		Available.	
	4. Product and/or service responsibility, accompanied by supporting information	√		Available.	
9	The information contained in the Website contains the same information as the information required in each relevant regulation	√		Available.	

## Customer Service

The Company provides customer service channels that can be used by customers to ask questions, request data needs, or complain.

E-mail : customer.service@mtf.co.id  
(Monday-Friday, pk 08.30-17.30 WIB)  
Care center : 15000 59  
(Monday-Friday, pk 08.00-17.00 WIB)

## Company Social Network

The Company also focuses on the development of social media as a communication facility for interactions with all stakeholders. For this reason, the Company opened online communication channels through various social media.

Facebook Fanpage : Mandiri Tunas Finance  
Instagram : @mandiritunasfinance  
LinkedIn : Mandiri Tunas Finance  
Twitter : @mandiritunasfn  
Chatbot MARSHA : 62 811-1455-740  
Youtube : Mandiri Tunas Finance  
Website : mtf.co.id

## Mobile Application

The Company has several mobile applications based on the Android and IOS operating systems that can be used by customers and the public to obtain motor vehicle financing services from the Company and entertainment (games).

- MTF Mobile Apps
  - Mobile Survey

- Mobile Collection
  - Mobile License Plate
  - MTF Report
  - MTF OSR
- HC EAZY
  - MTF Mobile
  - MTF1Access

## Media Relations

The Company utilizes the mass media as a partner to disseminate information about the Company to the public. Regarding media relations activities have been reviewed in the Corporate Secretary section of this annual report.

## Annual Report

The Company also publishes an Annual Report which is distributed to shareholders and other stakeholders. Issuance and submission of the Annual Report is also a form of compliance by the Company with regulatory provisions and Company information as well as one of the conditions for implementing the GMS.

## Information Governance and Company Data Access for Internal

The Company provides access to company information and data for employees to provide convenience in carrying out their duties and access various facilities with the following channels and media:

No.	Name of Application	Function
1	Estar	The Core App System that is used by MTF for all processes from acquisition to managing integrated accounts.
2	Mobile Collection	Mobile application used by the Collection team to support the customer billing process
3	Mobile Survey	Mobile application that helps the sales team to conduct prospects and surveys to customers.
4	HC Eazy	HC Eazy is a Human Resource Information System (HRIS) application that is used internally by MTF employees to access employee data, employee benefits such as leave, attendance, and others.
5	KMS	Knowledge Management System that is used internally by the company for information centers, user guides to Q&A related to existing applications in the company
6	Eprocurement	The e-procurement application is used by the Procurement Division and vendors as a means of submitting prices when conducting procurement.
7	Helpdesk System	The Helpdesk System is a web application that is used by MTF internal employees to get help from IT personnel to solve IT-related problems experienced by employees in the Head Office and Branch Offices.
8	I-Care	i-Care is a web application used by Customer Care to process complaints, criticisms and suggestions submitted by MTF customers
9	Queuing System	Queuing System is a web application that is used in the Customer Lounge and at Branch Offices as a queuing system for Customers who come to the Customer Lounge and Branch Offices
10	Email System Office 365	Office 365 email has replaced the MTF employee email system which previously used Microsoft Exchange, where Office 365 already uses the cloud for its email system so it doesn't become a burden on the MTF server
11	SunGL Accounting System	SunGL Accounting System is an application used by the accounting team to store a summary of each existing account.

## Risk Management Function

The Company has a Risk Management Division consisting of Retail Risk Management and Corporate Risk Management which is tasked with managing risks to avoid the impact of losses on the Company resulting from the risks it faces.

### Overview of the Risk Management System at MTF

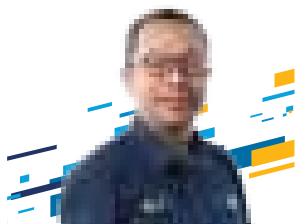
The Company has implemented risk management with reference to POJK No. 44/POJK.05/POJK.05/2020 concerning Implementation of Risk Management for Non-Bank Financial Services Institutions. The risk management function is designed to be independent from the business and operational function work units which are given access to provide information to the Directors and Commissioners regarding risk assessment, risk profile changes, risk limit assessments and events that may have a material impact on the Company's business continuity and operations.

### Party Appointing and Removing the Head of Risk Management

The Head of Risk Management is an official of the Company who is appointed and removed by the President Director based on the Company's internal mechanisms.

### Head of Risk Management Profile

Based on Directors' Decree No. 00093/SK-HCP.SVC/HC/VII/2023 dated 1 August 2023 and Directors' Decree No. 00017/SK-HCP.SVC/HC/IV/2023 dated 30 April 2023, the President Director appointed Indra Budi Laksana as Head of the Retail Risk Management Division and Vitriati Hartika Tapiheroe as Head of the Company's Corporate Risk Management Division.

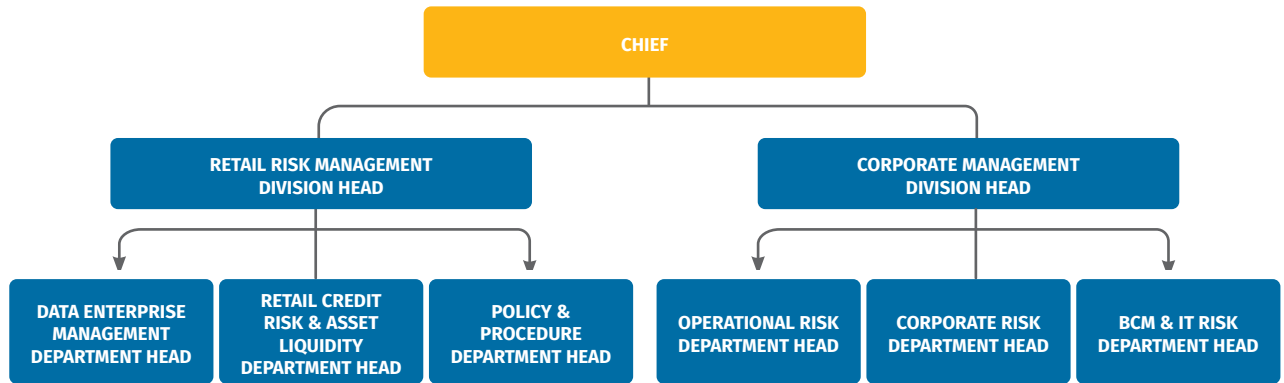


<b>Name and Position</b>	<b>Indra Budi Laksana</b> Head of Retail Risk Management Division
<b>Personal Data</b>	Indonesian citizen Age 47 years old. Born in Sleman, September 3, 1976 Domicile: South Tangerang, Banten, Indonesia
<b>Education</b>	<ul style="list-style-type: none"> <li>• Bachelor of International Relations, Universitas Gadjah Mada (1995-1999)</li> <li>• Basic Financing Managerial Certification from PT Indonesian Financing Profession Certification (SPPI) (2023)</li> <li>• Banking Risk Management Certification – Level 3 from Banking Professional Certification Institute (2019)</li> </ul>
<b>Joined MTF</b>	As of August 1, 2023, serving as Head of Retail Risk Management Division.
<b>Work Experience</b>	<p>Before joining the Company, he had a career at Bank Mandiri. Some of the positions he held are:</p> <ul style="list-style-type: none"> <li>• Department Head of Micro Productive Collection &amp; Recovery, PT Bank Mandiri (Persero), Tbk. (2019-2023)</li> <li>• Consumer Collection &amp; Recovery Head, PT Bank Mandiri (Persero), Tbk. (2017-2019)</li> <li>• Retail Credit Collection Head, PT Bank Mandiri (Persero), Tbk. (2015-2017)</li> <li>• Retail Risk &amp; Collection Center Manager, PT Bank Mandiri (Persero), Tbk. (2013-2015)</li> <li>• Team Leader Collection &amp; Recovery Analytics, PT Bank Mandiri (Persero), Tbk. (2011-2013)</li> <li>• SPS RC Collection &amp; Recovery Analytics, PT Bank Mandiri (Persero), Tbk. (2010-2011)</li> </ul>



<b>Name and Position</b>	<b>Vitriati Hartika Tapiheroe</b> Head of Corporate Risk Management
<b>Personal Data</b>	Indonesian citizen Age 46 years old. Born in Bandung on September 7, 1977 Domicile: South Jakarta, DKI Jakarta, Indonesia
<b>Education</b>	<ul style="list-style-type: none"> <li>• Bachelor of Ocean Engineering, Bandung Institute of Technology (1997 – 2002).</li> <li>• Qualified Chief Risk Officer (QRCO), National Professional Certification Body (2018).</li> <li>• Risk Management Certification One Level Below Director - Indonesian Financing Profession Certification Institute (2023).</li> </ul>
<b>Joined MTF</b>	January 30, 2023, appointed as Head of Corporate Risk Management Division.
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>• Head of Corporate Risk Management Division, PT Mandiri Tunas Finance (2023 – Present)</li> <li>• Head of Risk – Indonesia Allianz Trade ASEAN, PT Asuransi Allianz Utama Indonesia (2016 – 2023)</li> <li>• Corporate Credit Manager, PT Chandra Sakti Utama Leasing (2014 – 2016)</li> <li>• Senior Credit Analyst, PT Chandra Sakti Utama Leasing (2012 – 2014)</li> <li>• Senior Credit &amp; Risk Analyst, PT ORIX Indonesia Finance (2010 – 2011)</li> <li>• Senior Staff in General Affairs, PT ORIX Indonesia Finance (2007 - 2009)</li> <li>• Leasing Account Manager, PT ORIX Indonesia Finance (2003 - 2007)</li> </ul>

### Organizational Structure and Position of Risk Management Function



In 2023, the Retail Risk Management Division and Corporate Risk Management Division have a total of 28 employees with the following details:

Position/Function	Number of Employees in the Retail Risk Management Division	Number of Employees in the Corporate Risk Management Division	Total Number of Employees
Head of Division	1 person	1 person	2 people
Head of Department	2 people	3 people	5 people
Analyst dan Section Head	7 people	7 people	14 people
Officer	2 people	6 people	8 people
Admin	1 person	0	1 person
<b>Total</b>	<b>13 people</b>	<b>17 people</b>	<b>30 people</b>

### Risk Management Professional Certification

Professional certification is very important for risk managers to understand the development of risk management, and the following is a list of professional certifications owned by the Retail Risk Management Division and the Corporate Risk Management Division:

Division	Retail Risk Management		Corporate Risk Management	
	Number of Employees Who Have (people)	Ratio to Number of Divisional Employees (%)	Number of Employees Who Have (people)	Ratio to Number of Divisional Employees (%)
Risk management professional certificate from the Certification Body Risk Management (BSMR)	10	77	9	52
Basic Managerial Certification	3	100	2	50

### Duties and Responsibilities of Risk Management Function

The duties and responsibilities of the Risk Management Function are:

1. Identify the risks inherent in the company's business activities.
2. Develop risk measurement methods.
3. Monitoring the implementation of the risk management strategy and overall risk position, per type of risk and conducting tests using scenarios of abnormal conditions using historical data.
4. Provide recommendations to business and operational units.
5. Prepare and submit risk profile reports to the Board of Directors.
6. Periodically review the risk management process and suggestions for business development or expansion.

## Management Competency Development

The Company is committed to enhancing employee competencies, including those in the risk management function, especially in the field of risk management. This program is expected to have a positive impact on the productivity and effectiveness of the Company's risk management.

Competency improvement activities attended by the Retail Risk Management Division Head and Corporate Risk Management Division Head in 2023 are as follows:

Participant	Type/Material of Training	Organizer	Time & Place
Indra Budi Laksana (Retail Risk Management Division Head)	Certification in Risk Management One Level Below Director	APPI	Jakarta, July 2023
Indra Budi Laksana (Retail Risk Management Division Head)	Omega Credit Skills Accreditation Training	Moodys Analytics	Jakarta, August 2023
Vitriati Hartika Tapiheroe (Corporate Risk Management Division Head)	Certification in Risk Management One Level Below Director	APPI	Jakarta, July 2023

## Summary Report on Risk Management Duties Implementation in 2023

Throughout the year 2023, the risk management function has executed the following tasks:

1. Monitoring risk profiles and managing all risk profiles to establish risk appetite, risk limits, and risk management strategies outlined in the Risk Appetite Statement (RAS).
2. Monitoring and evaluating the overall portfolio development and quality.
3. Maintaining the company's Health level to always remain minimally healthy and preparing and presenting Health level reports to the Board of Directors, Commissioners, and regulators.
4. Periodically conducting stress testing to measure the impact of changes in macroeconomic factors on the company's capital, liquidity, asset quality, and earnings based on predefined scenarios.
5. Developing and/or evaluating and refining company policies and procedures.
6. Formulating Portfolio Guidelines & Industry Limits used specifically in the Corporate Fleet segment, and adjusting risk acceptance criteria for financing.
7. Monitoring delinquent debtors through overdue meetings and watchlist tools as part of the Early Warning System in the Corporate Fleet segment.
8. Managing operational risks of the company and implementing Business Continuity Management (BCM) including:
  - Post-check audits through Quality Assurance (QA) on parameters as per regulations.
  - Optimization of the Regional Control Officer (RCO) function by maximizing RCO tasks in controlling & monitoring branch operational activities.

## Assessment of Risk Management Performance in 2023

Throughout 2023 the risk management function has carried out all the targets set and all initiatives implemented have succeeded in maintaining the quality of the financing portfolio, where the level of Non Performing Financing (NPF) is well maintained at the level of 0.70% in 2023.

## Internal Audit

The Internal Audit function is one of the requirements in the implementation of Good Corporate Governance Principles and is mandatory in the management of Financing Companies. The Internal Audit function is an activity of providing assurance and consulting aimed at enhancing value and improving the company's operations by evaluating the effectiveness of internal control, the implementation of risk management, and the corporate governance process.

The position of Internal Audit within the organization is directly under and accountable to the Chief Executive Officer. It can communicate directly with the Board of Directors and Board of Commissioners through the Audit Committee to inform them of various matters related to audit activities.

## Appointment and Dismissal of Head of Internal Audit

The Head of the Internal Audit Unit is an official of the Company appointed and dismissed by the Chief Executive Officer based on the internal mechanisms of the Company, with the approval of the Board of Commissioners, and reported to the Regulator.

## Authority and Accountability

To effectively carry out its duties, Internal Audit is granted authority and responsibilities, taking into account the principles of independence, objectivity, and professionalism. The authority of Internal Audit includes: conducting internal audit activities for all units at the head office and branch offices, accessing all information, employee records, resources, and other necessary matters, conducting investigative activities into activities suspected of fraud and violations of the code of conduct, and attending strategic meetings without voting rights.



The responsibilities of Internal Audit include: preparing the Annual Audit Plan with the approval of the Chief Executive Officer, conducting internal audit activities with an emphasis on high-risk areas/activities and evaluating the adequacy of internal controls, monitoring the follow-up of internal audit activity results, developing programs to improve the quality of Internal Audit, and serving as the counterpart to external audit.

## Profile of Head of Internal Audit

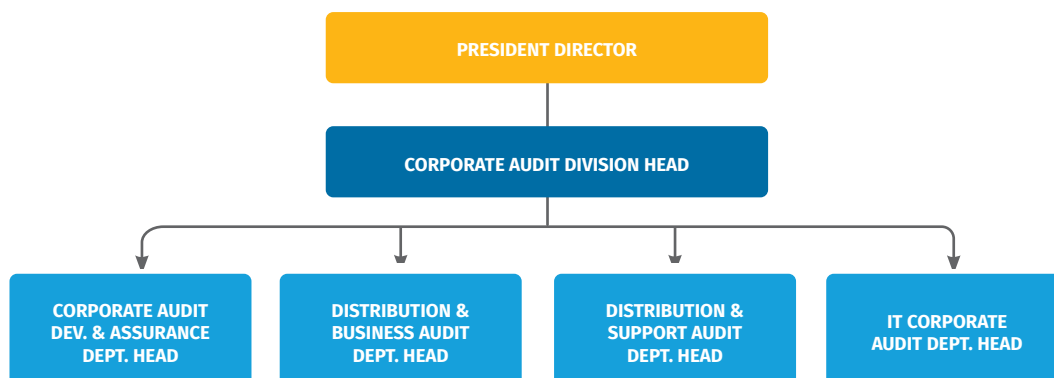
Based on the Board of Directors Decree No. 00078/SK-HCP.SVC/HC/06/2022 dated 22 June 2022, the President Director appointed Bayu Mario as Head of the Company's Internal Audit, and this was reported to the Financial Services Authority (OJK) through letter No. 128/MTF-CLC.CCS/VI/2022 on 24 June 2022.

<b>Name</b>	<b>Bayu Mario</b>
<b>Position</b>	Head of Internal Audit
<b>Dasar Hukum Pengangkatan</b>	Director's Decision Letter No. 00078/SK-HCP.SVC/HC/06/2022 dated June 22, 2022.
<b>Term of office</b>	1,5 Years
<b>Period</b>	1st
<b>Age</b>	52 Years Old
<b>Nationality</b>	Indonesia
<b>Domicile</b>	Tangerang
<b>Educational Background</b>	<ul style="list-style-type: none"> <li>Bachelor of Accounting from Sriwijaya University (1996)</li> <li>Master of Management from Trisakti University (2003)</li> </ul>
<b>Work Experiences</b>	<ul style="list-style-type: none"> <li>PT Bank Dagang Negara (1996) as Officer Development Program</li> <li>PT Bank Mandiri (Persero) Tbk (1999-2022) as Auditor, Quality Assurance &amp; Control, Credit Operation, Mandiri University.</li> </ul>
<b>Concurrent Position</b>	Within the Company: None Outside the Company: None
<b>Professional Certification</b>	<ul style="list-style-type: none"> <li>Qualified Internal Auditor (QIA) Certification by the Internal Audit Education Foundation (YPIA) – 1998</li> <li>Certified Fraud Examiner (CFE) by Association of Certified Fraud Examiners (ACFE) – 2011</li> <li>Certified Chartered Accountant (CA) by the Institute of Indonesia Chartered Accountants (IAI) – 2021</li> <li>Level 3 Risk Management Certification by the National Professional Certification Agency (BNSP) – 2018</li> <li>Internal Audit Certification - Supervisor by the National Professional Certification Agency (BNSP) - 2015</li> </ul>

## Internal Audit Organization Structure and Position

Structurally, Internal Audit is positioned one level below the Board of Directors. The Head of Internal Audit reports directly to the President Director. The following is the organizational structure and position of Internal Audit that illustrates its scope of duties and functions, as well as its coordination within the Company's organization

### Organization Structure of Internal Audit of Mandiri Tunas Finance



Until the end of 2023, the Internal Audit Unit has 18 (eighteen) employees with details of placement and task as follows:

Position/Function	Number of Employee
Head of Division	1 person
Head of Department	4 people
Lead Auditor	11 people
IT Audit Analyst	2 people
Audit Development Section Head	1 person
MIS Audit Analyst	1 person
Quality Assurance Analyst	2 people
Auditor	3 people
Audit Admin	1 person
<b>Total</b>	<b>26 people</b>

The number of employees is the result of the identification and assessment of the management of internal control systems and the effectiveness of supervision conducted by the Company's Management.

The Internal Audit Unit always strives to provide continuous education for all its personnel to meet adequate qualifications and competencies, including professional certification in the field of Internal Audit. The professional certifications held by Internal Audit Personnel until 2023 can be seen in the table below.

Type of Certificate	Number of Owning Employee (people)
Sertifikasi Dasar Pembiayaan - Managerial	4
Certified Fraud Examiner (CFE)	1
Certified Chartered Accountant (CA)	1
Qualified Internal Audit (QIA)	2
Sertifikasi Manajemen Risiko (BSMR) Level 2	1



Type of Certificate	Number of Owning Employee (people)
Sertifikasi Manajemen Risiko (BSMR) Level 3	1
Certified Public Accountant (CPA)	1
Certified Lead Auditor ISO 27001	1

The company is committed to enhancing the level of professional certification for Internal Audit employees, both for those who already possess professional certifications and those who do not.

### Internal Audit Guidelines and Regulations

To comply with the provisions of the Financial Services Authority Regulation No. 56/POJK.04/2015 regarding the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter, the Company has an Internal Audit Charter that has been approved by the Board of Directors and the Board of Commissioners, serving as a reference or guide in carrying out its duties, obligations, and authorities.

The Internal Audit Charter stipulates that:

1. The Internal Audit Division is led by a Head of Division who is appointed and dismissed by the President Director with the approval of the Board of Commissioners.
2. The Head of the Internal Audit Division reports directly to the President Director and reports to the Audit Committee.
3. The appointment, replacement, or dismissal of the Head of the Internal Audit Division is reported to the competent authority regulating and supervising the Company's business activities.
4. All Internal Auditors in the Internal Audit Division are accountable to the Head of the Internal Audit Division.

### Internal Audit Independence

Internal auditors have independence in conducting internal audit activities, expressing views and thoughts in accordance with the applicable profession and standards, expressing views without the influence or pressure of other parties, freedom to apply audit methods/scope of techniques, not engaging in operational activities, and avoiding task and role entanglement.

### Internal Audit Code of Ethics

In carrying out their duties and responsibilities, internal auditors are required to act professionally and adhere to established ethical codes. The Code of Ethics

consists of professional principles for internal auditors in the conduct of audits, namely: Integrity, Objectivity, Confidentiality, Competence. Internal auditors are expected to apply these ethical principles, as follows:

#### Integrity

Internal auditors have a personality characterized by honesty, courage, wisdom, and responsibility to build trust as a basis for reliable judgment.

#### Objectivity

- Internal auditors uphold professional impartiality in collecting, evaluating, and processing data/information about the activities or processes under examination.
- Internal auditors make balanced judgments, considering all relevant circumstances and not being influenced by personal or other interests.

#### Confidentiality

Internal Auditors respect the value and ownership of information received and do not disclose information without authorized authorization, unless there is a legal or professional obligation to disclose the information.

#### Competence

- Internal auditors use the knowledge, skills, experience, and expertise required to perform their assigned tasks.
- Internal audit activities must be carried out with professional knowledge and skills, meaning having the knowledge, skills, and other competencies needed to fulfill their responsibilities.

### Internal Audit Functions

In general, the functions of Internal Audit are divided into 2 (two), namely assurance and consulting functions.

#### Assurance Function

The assurance function aims to ensure that internal controls, risk management, and governance have been implemented by all units in accordance with the written policies and procedures of the Company and external regulations. The assurance function aims to provide

an independent assessment that internal controls, risk management, and governance have been carried out by all units in accordance with policies and procedures in the Company as well as external regulations. In carrying out the assurance function, Internal Audit uses a risk-based audit method or Risk-Based Audit (RBA). In this method, the determination of units and activities to be audited, as well as the scope of the audit, is based on periodic risk evaluations with a focus on key risks throughout the Company in both branch/region office networks and the Head Office based on management concerns, input from units, data analytics, and mandatory aspects (regulations)..

### Consulting Function

In addition to the assurance function, Internal Audit also performs consulting functions as a strategic partner to enhance the effectiveness and efficiency of the Company's processes and activities through the review and evaluation of risks and controls by providing advice and input for process and activity improvements. In carrying out the self-analysis function, which is an initiative of Internal Audit or in collaboration with other units based on requests from management and units.

### Duties and Responsibilities as well as Authority of Internal Audit

#### The roles and responsibilities of Internal Audit

1. Plan and execute Internal Audit activities with an emphasis on areas/activities with high risk, and evaluate existing procedures/control systems to ensure that the company's objectives and targets can be achieved optimally and sustainably.
2. Conduct investigations, report, and provide recommendations/conclusions on fraud to Management.
3. Develop and implement programs to evaluate and improve the quality of Internal Audit.
4. Provide recommendations on audit results and monitor the follow-up of Internal Audit activities and investigation activities.
5. Assist the President Director and Board of Commissioners in supervision by operationalizing planning, implementation, and monitoring of audit results.
6. Coordinate activities with external audit and other assurance provider units/functions to achieve comprehensive and optimal audit results.
7. Communicate directly with the Board of Directors, Board of Commissioners, and the Audit Committee.
8. Conduct analysis and assessment in operational areas and other activities through audits.

9. Identify all possibilities to improve and enhance the efficiency of resource and fund utilization.
10. Provide improvement advice and objective information about the activities examined at all management levels.
11. Prepare audit result reports and submit them to the President Director and other members of the Board of Directors, as well as the Board of Commissioners through the Audit Committee.
12. Monitor, analyze, and report on the follow-up of Internal Audit activities and Investigation Activities.

#### Authority of Internal Audit

1. Conducting internal audit activities on the operations of all units within the headquarters and branch offices of the company.
2. Directly communicating with the Board of Directors, Board of Commissioners, and/or Audit Committee.
3. Holding regular and ad-hoc meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee.
4. Communicating with external auditors, including regulators.
5. Having access to all information, records, employees, including but not limited to employee accounts/ records, resources, and other relevant matters related to its duties and functions.
6. Conducting investigations into activities suspected of fraud and violations of the code of conduct reported to the Board of Directors.
7. Obtaining approval and/or requesting power of attorney with substitution rights from employees when conducting examinations on indications of violations or non-compliance, including:
  - Account data/information in Bank Mandiri and/ or other banks.
  - Data/information, both electronic and non-electronic.
8. Attending strategic meetings without voting rights.

#### Internal Audit Competency Development

The Company facilitates the implementation of development programs for Internal Auditors to enhance employee competencies.

This program is expected to have a positive impact on the productivity and effectiveness of Internal Audit performance. Details regarding competency enhancement activities attended by the Head of Internal Audit Division throughout the year 2023 can be found in the Company Profile section of this annual report. Below are the competency enhancement activities attended by the Head of Division, Department Heads, Lead Auditors, IT Audit Specialists, and Auditors.

Training Type	Name of Training	Place	Start	PIC/Vendor
Inhouse Training	Digital Transformation & Implications on Accounting & Finance	Universitas Indonesia	21-Jun-23	Universitas Indonesia
Inhouse Training	NEOP Training	Online	2-Mar-23	MTF
Inhouse Training	NEOP Training	Online	21-Sep-23	MTF
Inhouse Training	Training Microsoft Excel	Online	7-Aug-23	MTF
Public Training	2023 IIA Indonesia National Conference	Batam	30-Aug-23	IIA
Public Training	Awareness Training of Information Security Management System based on ISO 27001:2022	Online	20-Jan-23	MTF
Public Training	Forum on Strengthening Governance and Integrity of Financial Reporting & Practical Implementation of Risk Management and Internal Audit in State Owned Enterprises	Yogyakarta	26-Sep-23	BUMN & FKSPI
Public Training	Mastering ITIL v4 Fundamental	Intiland Tower Jakarta	16-Nov-23	PT Andalan Teknologi Inovasi
Public Training	Sertifikasi Dasar Pembiayaan - Managerial	Jakarta	17-Mar-23	SPPI
Public Training	Training Bank Mandiri Audit Course Tahun 2023	Mandiri University	30-Jan-23	Bank Mandiri
Public Training	Training of Internal Audit ISO 27001:2022 based on ISO 19011:2018	Online	22-Feb-23	Crowe Indonesia
Public Training	Workshop Pengamanan Malware	Online	10-Mar-23	Bank Mandiri
Internal Training	Preparation of effective Audit Results Reports	Graha Mandiri	Nov 2023	MTF

### Internal Audit Meeting

Internal Audit, in carrying out its functions, both assurance and consulting, periodically attends meetings related to Audit and investigation results. These meetings include discussions with relevant divisions in the Head Office and internal committee meetings within the company, such as the Anti-Fraud Committee and Employee Discipline Committee. During these meetings, matters related to follow-up and corrective actions based on audit and investigation results are discussed, primarily to implement corrective actions and preventive measures to ensure the Company's internal controls function properly and to prevent the recurrence of deviations or negligence in the future. - In addition, Internal Audit periodically presents audit and investigation results at Board Meetings, Audit Committee Meetings, and Board of Commissioners Meetings to receive guidance and support from the Company.

### Policies

Internal Audit has established policies/guidelines to support and fulfill its functions and responsibilities, namely:

1. Internal Audit Charter
2. Internal Audit Standard Operating Procedures (SOP)
3. Internal Audit Operational Technical Instructions (PTO)
4. Audit Information Technology (IT) Operational Technical Instructions (PTO)

### Meeting Frequency

	Board of Directors	Board of Commissioners	Audit Committee
Number of Meeting	6	4	4

### Brief Report on the Implementation of Internal Audit Tasks in 2023

No.	Type of Audit	Subject of Audit	Object of Audit
1	General Audit	Regional 1-9	Regional 1-9 Offices
		New Multiguna Branches	Multiguna Branches: Palembang, Bekasi, Yogyakarta, and Solo
		Human Capital	Human Capital Division & HC Learning Division
		Sales & Marketing	Marketing Division, Marketing Strategy Division, and Regional/Branch
		Financing Fintech Channeling	Division Corporate Planning & Performance Management Division
		Credit Operation Function	Operation Support Management Division
		Credit SPRINT Project	Sprint vendor office in Malang
		Collection Management and AR Retrieval Cost	AR Management Division Recovery & Litigation Division
		Fleet Financing	Divisi Corporate Fleet
		Commercial Car Financing – MTF Palembang	MTF Palembang Branch 1 & 2
		Event Procurement Mandiri Liaison Division	Mandiri Liaison Division
2	Mandatory Audit	Financial Information Service System (SLIK)	Credit Management Division Branch Sampling
		Customer Complaint Service	Customer Care Department Branch Sampling
		Risk Management – Legal Risk	Legal Division (New Division)
		Information Technology - Infrastructure	Operation and Network Department (IT Division) DC & DRC Branch Sampling
		Information Technology - Application	Digital Division HO
		Information Technology - Security	Planning and Security Department (IT Division) Branch Sampling

## Risk Management System

No.	Type of Audit	Subject of Audit	Object of Audit
3	Review Audit	Vendor Management	Operation and Support Division
		Litigation/Legal Fee	Legal Division Recovery and Litigation Division
		Management of Dealer Refund Funds	Sales and Marketing Division Accounting, Tax, and Financial Planning Division
		Fraud Management	Anti-fraud Work Unit

### Reliable Risk Management Commitment

In carrying out its business activities, the Company is very aware of the various potential risks faced in the financing industry. As a result, the Company proactively manages risks in order to achieve healthy financing and operational growth and encourage business continuity in accordance with the established risk appetite. Corporate risk management is increasingly becoming a requirement, because its success is a key factor in achieving goals and winning the competition. In business activities, the Company faces several inherent risks, namely:

1. **Strategic Risk** Strategic risk is the risk resulting from inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment.
2. **Operational Risk** Operational risk is the risk due to inadequate and/or non-functioning internal processes, human errors, system failures, and/or external events that affect the company's operations.
3. **Credit Risk** Credit risk is the risk resulting from the failure of other parties to fulfill their obligations to the company.
4. **Market Risk** Market risk is the risk on the position of assets, liabilities, equity, and/or off-balance sheet including derivative transactions due to overall changes in market conditions.
5. **Liquidity Risk** Liquidity risk is the risk resulting from the company's inability to meet its maturing liabilities from cash flow funding sources and/or from liquid assets that can be easily converted into cash, without disrupting the company's activities and financial condition.
6. **Legal Risk** Legal risk is the risk arising from lawsuits and/or weaknesses in legal aspects.
7. **Compliance Risk** Compliance risk is the risk due to the company not complying with and/or not implementing the laws and regulations that apply to the company.
8. **Reputation Risk** Reputation risk is the risk due to a decrease in the level of stakeholder trust that originates from a negative perception of the company.

### The Formation of the Risk Management Division as the Company's Risk Management

The Company established the Retail and Operational Risk Management Division and the Corporate Risk Management Division to ensure that risk management is carried out in a measurable and systematic manner. A complete description of the profile of the Risk Management function and the various risk management efforts that have been undertaken can be found in the "Risk Management Function" section of this chapter.

### Implementation of Risk Management System

Mandiri Tunas Finance In accordance with POJK NO. 44/POJK.05/2020 dated August 28, 2020 concerning Implementation of Risk Management for Non-Bank Financial Services Institutions, the implementation of the Company's risk management is supported by 4 (four) important pillars as follows:



**PILLAR 1**

**ACTIVE SUPERVISION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS**

The Board of Commissioners carries out its oversight function actively through the Audit Committee, Risk Monitoring Committee and the Nomination and Remuneration Committee. Active supervision of the Board of Directors is carried out through the Risk Management Committee, Credit Committee, Asset and Liabilities Committee (ALCO), Project Committee and Information Technology Steering Committee.

Duties, responsibilities and authorities of the Board of Commissioners related to active supervision of Risk Management activities include:

1. Understand the risks inherent in the Company's functional activities;
2. Evaluate and approve Risk Management policies which are carried out at least once a year and at any time in the event that there are factors that significantly affect business activities;
3. Evaluate the Board of Directors regarding the implementation of Risk Management so that it is in line with the Company's established policies, strategies and procedures;
4. Evaluate and decide on requests from the Board of Directors relating to transactions and risk limits that require the approval of the Board of Commissioners.

Duties, responsibilities and authorities of the Board of Directors related to active supervision of Risk Management activities include:

1. Understand the risks inherent in the Company's functional activities;

2. Carry out active monitoring and risk mitigation;
3. Prepare written and comprehensive Risk Management policies and strategies and evaluate them periodically at least 1 (one) time per year and at any time in the event that there are factors that significantly affect business activities;
4. Responsible for the implementation of Risk Management policies and Risk exposure taken by the Company as a whole, including evaluating and providing direction based on reports submitted by the Risk Management function and submitting accountability reports to the Board of Commissioners on a regular basis;
5. Evaluate and decide on transactions and risk limits that require the approval of the Board of Directors;
6. Developing a Risk Management culture at all levels of the organization;
7. Ensuring increased competence of Human Resources related to Risk Management, including through education and training programs, especially those related to Risk Management systems and processes;
8. Ensuring and establishing clear duties and responsibilities in each work unit, where the Risk Management function has operated independently, reflected in the separation of functions between the Risk Management work unit and the operational work unit;
9. Carry out periodic reviews to ensure the accuracy of the Risk assessment methodology, the adequacy of the implementation of the Risk Management information system, and the exactness of the Risk Management policies and procedures as well as the setting of Risk limits.

**PILLAR 2****ADEQUACY OF RISK MANAGEMENT POLICIES AND PROCEDURES AND DETERMINATION OF RISK LIMITS**

The Company develops policies related to risk management which are reviewed regularly and are always adjusted to the latest business conditions. These policies are translated into Standard Operational Procedures (SOP) and Operational Technical Guidelines (PTO) which are socialized to all employees. The Company has also set risk limits according to the level of risk to be taken (risk appetite), risk tolerance and the Company's strategy as a whole by considering the ability of the Company's capital to absorb risk exposure or losses that arise. In the context of risk control, limits are used as thresholds to determine the level of intensity of risk mitigation carried out by management. The Company also has policies regarding approval/authorization limits for financing transactions and non-financial transactions. The Company's receivables loss allowance policy is also in line with the reserve policy for the Parent Company which complies with regulatory provisions.

**PILLAR 3****ADEQUACY OF RISK IDENTIFICATION, MEASUREMENT, CONTROL AND MONITORING AND RISK MANAGEMENT INFORMATION SYSTEMS**

The Company has tools to identify, measure, control and monitor risk on a regular basis. This tool is used by the Risk Management function to provide input and recommendations to the Board of Directors to ensure business activities can achieve the set targets.

Risk identification is proactive, covers all of the Company's business activities and is carried out in order to analyze the sources and possible risks and their impacts. The results of risk identification are translated into risk parameters that will be measured periodically. Furthermore, the Company conducts risk measurements on the risk parameters that have been determined, where the monitoring is carried out by a work unit that is independent from the work unit that owns the risk. Based on the monitoring results, the Risk Management function together with related work units provide recommendations to the Board of Directors.

In order to support the process of identifying, measuring, controlling and monitoring risks, the Company has developed an information management system supported by competent Human Resources. The system was developed to support more efficient risk management so that decisions can be made more quickly while still referring to the precautionary

principle. The risk management information system may include information, such as: risk exposure, compliance with Risk Management policies and procedures, actual implementation of Risk Management compared to set targets, and then this information is submitted regularly to the Board of Directors.

**PILLAR 4****COMPREHENSIVE ENTIRE INTERNAL CONTROL SYSTEM**

The Company carries out effective risk management practices in all work units by implementing a three line of defense model's policy with the following conditions:

1. Business units as the first line of defense are responsible for effective risk management, consistent implementation of risk management policies and procedures, and effective internal controls.
2. The Risk Management and Compliance Unit as the second line of defense is responsible for developing and monitoring overall risk management, overseeing the implementation of policies and procedures carried out by business functions, and monitoring overall corporate risk.
3. The Internal Audit Unit as the third line of defense is responsible for reviewing and evaluating the design and implementation of risk management as well as evaluating the adequacy and effectiveness of overall risk management implementation, to ensure that the first and second line of defense are running effectively.

The internal control system in the application of risk management includes, among other things, the suitability of the internal control system and the application of risk management. The implementation of risk management including the adequacy of policies, procedures and management information systems is constantly reviewed and reviewed periodically.

**Integrated Risk Management with Parent Entity**

In addition, as a subsidiary of PT Bank Mandiri (Persero) Tbk, the Company also conducts Risk Consolidation with the parent entity where this activity is proof of compliance with Bank Indonesia Regulation No. 8/6/PBI/2006 dated January 30, 2006, and OJK Regulation No. 17/POJK.03/2014 dated November 19, 2014, concerning Implementation of Integrated Risk Management for Financial Conglomerates. Through this compliance, the implementation of the Company's risk management is an integrated and consistent approach in conducting a review, measurement, monitoring and risk management of all components of the Company group. The progress of this consolidation has been regularly communicated

by Bank Mandiri to regulators.

1. First Line, which is related to compliance with Bank Indonesia Regulation No. 8/6/ PBI/2006 concerning Implementation of Consolidated Risk Management for Banks Exercising Control of Subsidiaries.
2. Second Line, is an approach to the Company's internal needs as a whole which includes tools, risk awareness, corporate governance, and risk management information systems.

Various forms of activities carried out in the context of risk consolidation include:

- Annual Integrated Risk Conference (AIRC) between the Parent Company and all Subsidiaries;
- The Integrated Risk Committee (FIRC) forum which is held with Bank Mandiri every quarter to discuss the development of the Inherent Risk Profile and the Quality of Implementation of Risk Management (KPMR) at MTF.
- Application of the Risk Appetite Statement (RAS) together with Bank Mandiri as one of the Risk Management tools to measure the level of risk that is still acceptable to the Company in supporting its business strategy.
- Implementation of Bank Mandiri's integrated stress testing with its subsidiaries every quarter, using several assumptions/scenarios as a form of anticipation of company action in a bad business environment.
- Application of the scoring model developed by MTF and regularly reviewed by Bank Mandiri.
- Periodic monitoring of the company's liquidation conditions which are reported to the Parent Company.
- Risk Awareness Survey (RAWS) is conducted every year to measure the development of risk awareness.
- Risk Based Bank Rating is carried out periodically to find out developments in corporate governance, risk profile, capital capacity, and the company's profitability level.

## Types of Risks Faced and Their Management and Mitigation

Out of the 8 inherent types of risks, there are 4 (four) main risks faced by the Company, namely credit risk, operational risk, strategic risk, and liquidity risk.

The following is an elaboration of the inherent risks and the management of these risks:

### Credit Risk

Credit risk arises from financing activities. The management of credit risk aims to measure, anticipate, and minimize losses due to the failure of debtors to fulfill their obligations.

### Financing Policy

The financing policy is documented in the Standard Operation Procedures (SOP). The company's financing policy regulates that the financing process for debtors is carried out by independent parties to ensure the application of prudential principles.

### Financing Approval

In assessing credit applications, the Company consistently adheres to regulations and prudential principles, considering factors such as the ability to repay, business prospects, and debtor performance. The Company has implemented mobile surveys to enhance the quality of credit disbursement. The credit process and retail credit risk management are carried out through an end-to-end process integrated into the e-Star system. Decision-making in the retail segment is conducted through a credit scoring system. The credit scoring model undergoes periodic validation to ensure its accuracy. To expedite the credit decision-making process, the Company has delegated credit approval authority to designated officials based on specific qualifications. Decision-making in the corporate fleet segment is conducted through circulars of Financing Analysis Notes and Financing Committee Meetings, depending on the requested financing facilities' amount.

The Company has also formulated a portfolio guideline and established industry limits as the foundation for directing the growth of the Corporate Fleet segment in 2024. The development of the Portfolio Guideline and Industry Limit is tailored to the current macroeconomic conditions and the industry outlook for the upcoming year. This ensures that the Company accurately selects healthy industry developments with low-risk levels while limiting the growth of industries that are currently unhealthy with high-risk levels.

### Monitoring Financing

In the corporate fleet segment, financing monitoring is conducted using the Watchlist method, which is a standard, structured, and comprehensive method for monitoring the performance of corporate debtors. Monitoring is carried out periodically in collaboration with the marketing unit as the account manager, the credit unit, and the collection unit. Additionally, a Monthly Performance Review is conducted among the business unit, credit unit, collection unit, and risk unit to monitor and evaluate the performance of the Corporate Fleet segment's portfolio every month.

Retail credit monitoring is conducted at the portfolio level. Portfolio analysis is performed periodically and documented in monthly reports submitted to the



Board of Directors. The Risk Management function also conducts regular monitoring of the quality of credit decisions made by authorized credit decision-makers and provides recommendations to the Board based on this monitoring.

As a preventive measure (early warning signal), simulation and stress testing processes are periodically conducted on the portfolio to assess changes in portfolio quality in response to macroeconomic changes. The results of stress testing provide guidance to the Board for anticipating possible macroeconomic conditions.

#### Credit Collection and Recovery

The company has formulated policies for handling collection and recovery based on product types and debtor overdue days. Collection activities for problematic debtors are supported by an Automatic Collection System that is end-to-end, ensuring that the collection process aligns with applicable procedures. In executing collection activities, employees responsible for the collection and collateral execution functions hold professional certificates in the field of collections. Additionally, employees are equipped with mobile collection devices featuring Electronic Data Capture (EDC) machines to ensure accountability in implementing the debt collection process.

#### Operational Risk

Operational risk arises from the malfunctioning of internal processes, human errors, system failures, or external factors affecting the Company's operational activities. To manage and mitigate operational risk, the Company aligns its methodology with Risk-based Audit through the maintenance of a risk library, provides a Whistleblowing System facility, and implements Operational Risk Management Tools (ORM Tools). The ORM Tools used are as follows:

##### Quality Assurance (QA)

QA is a tool designed as an Early Detection System (EDS) or early detection of fraudulent events that could potentially harm the company. QA also serves as a post-check audit conducted periodically through account checks by sampling and confirmation with debtors via telephone and the PIC (Person In Charge) of the branch office (if necessary) to discover any discrepancies in the implemented working procedures.

##### Risk Control & Self Assessment (RCSA)

RCSA is used to identify and assess inherent risks in the activities of each business unit, as well as to assess the quality of controls over risks implemented by the business unit that owns the risk through Top Risk parameters of operational risks that occur. The risk

parameters may change in line with the business growth that occurs at MTF.

##### MTF Loss Events Database (MLED)

The MLED database contains historical event data (recorded by the date of the event, event description, and factors causing the risk event) that can cause operational losses or potential losses (both fraud and non-fraud). Recording of these events is done periodically by each risk-owning business unit.

##### Control Testing (CT)

Control Testing is the evaluation of the effectiveness of controls over risks conducted by the risk-owning business unit, both on-desk and on-site. Control testing is a crucial process that periodically assesses the adequacy of controls, identifies potential weaknesses, including risk mitigation, and establishes corrective actions.

##### Issue and Action Management (IAM)

Issue and Action Management is the recording of follow-up actions for the improvement of issues/conditions/non-compliance with procedures identified from various sources (such as indications found during QA implementation, results of control testing, incidents, or self-identified issues).

##### Business Continuity Management

To ensure the operational continuity of the Company in emergency situations, the Company has prepared a policy that outlines the steps to be taken before, during, and after an emergency. This policy is regulated under Business Continuity Management (BCM), which includes the Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), and Emergency Response Procedure (ERP), as follows:

- Disaster Recovery Plan (DRP): DRP is a comprehensive plan outlining actions to be taken before, during, and after an event that disrupts and causes a loss to the information system. The goal of DRP is to ensure the smooth operation of the Company's activities when issues arise in the information system by utilizing prepared backup systems.
- Emergency Response Plan (ERP): ERP is a strategic planning strategy to anticipate and respond to emergency situations. It is mandatory and executed by a special team responsible for rescue actions during emergency situations.
- Business Continuity Plan (BCP): BCP is a planning strategy aimed at maintaining the operational continuity of the Company during disruptions caused by natural or human-made disasters that have the potential to cause losses. BCP is designed

to minimize the impact of disruptions and ensure the Company's operations continue to run smoothly.

In the management of operational risks, each functional unit is responsible for managing inherent operational risks and plays a specific role in risk management. The business unit, as the risk owner, serves as the first line of defense. The Risk Management unit acts as a supporting unit and functions as the second line of defense, while Internal Audit serves as the third line of defense. This multi-layered approach ensures a comprehensive and effective risk management system within the company.

### Strategy Risk Management

The management of strategy risks aims to anticipate potential failures in achieving the Company's objectives due to the infeasibility or failure in planning, setting, implementing strategies, and the failure to anticipate changes in business. In managing strategy risks, the Company conducts performance reviews and evaluates the formulation of business targets, as well as takes corrective measures in line with risk appetite, considering internal and external conditions. Additionally, periodic monitoring is carried out on the achievement of financing targets, budget realization against budget plans, branch development realization, and human resources fulfillment realization by related work units.

### Liquidity Risk

The Risk Management Unit, together with related units, identifies, measures, controls, and monitors liquidity risk with the aim of minimizing risks arising from the Company's failure to provide funding at a specific time. In managing liquidity risk, the Risk Management Unit sets limit values for liquidity risk parameters and periodically conducts stress testing on liquidity risk. Liquidity risk management is supported by the Asset & Liability Committee (ALCO) with the goal of monitoring and projecting all maturing liabilities, assets, and financing growth, both short-term and long-term. Additionally, to maintain a source of funds, the Company maintains relationships with banks, preserves the quality of financing, and safeguards the company's reputation.

### Compliance, Market, Legal, and Reputation Risks

In addition to credit, operational, strategic, and liquidity risks, the Company ensures the effective management of compliance, market, legal, and reputation risks. All risk parameters have been incorporated into the Company's Risk Appetite Statement (RAS) and are monitored regularly. In managing compliance risk, the Retail Risk Management Division and Corporate Risk Management

Division have established parameters that are periodically monitored. Compliance risk management is also supported by the Compliance Management System (CMS) to prevent the company from non-compliance with internal and external provisions.

To manage market risk, the Company takes mitigating measures such as setting transaction activity limits in foreign currency and floating interest rates outlined in the Risk Appetite Statement, implementing full hedging of funding in foreign currency and floating interest rates, and conducting stress testing to assess the impact of extreme market conditions on the company's exposure.

In managing legal risk, the Company periodically internalizes a legal risk culture through awareness sessions for all employees conducted by the litigation unit and the Risk Management team.

For reputation risk management, particularly to mitigate negative media coverage and/or rumors about the Company, as well as to address ineffective communication strategies, the company has established the Corporate Communication unit and the Customer Care unit.

### Review of the Effectiveness of Risk Management System

The risk management information system has been effective and continuously developed to ensure the availability of accurate, complete, informative, timely, and reliable information. This enables the Board of Directors, Board of Commissioners, and relevant units to assess, monitor, and mitigate the risks faced. The assessment of the Company's Risk Profile throughout 2023 reflects that the risks can be managed effectively, supporting further business development. In other words, Risk Management has been well and effectively implemented by MTF.

### Management Statement on the Adequacy of the Risk Management System

The Company's Risk Management System is considered to be effective and adequate. This is reflected in the effectiveness of implementing risk management functions, the availability of adequate and timely information covering risk exposure, compliance with Risk Management policies and procedures, as well as information regarding the realization of the implementation of risk management against set targets. The Company's risk management information system is also supported by high-quality human resources.

## External Auditor/Public Accountant

Public accountants are external entities to the Company that function to provide opinions regarding the appropriateness of the presentation of the Company's financial statements in accordance with the prevailing Financial Accounting Standards (SAK) in Indonesia. The presence of public accountants is regulated through OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accountant Offices in Financial Services Activities.

### Compliance with Indonesian Financial Accounting Standards

Management is responsible for the presentation of the Company's financial statements and compliance with the prevailing Indonesian Financial Accounting Standards (SAK) established by the Indonesian Institute of Accountants (IAI) and the Decision of the Chairman of the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK), which is now the Financial Services Authority (OJK) No. VIII.G.7, Appendix to Decision Letter No. KEP-347/BL/2012, dated June 25, 2012, concerning Guidelines for the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

### External Audit Procedures and Audit Standards

1. Audit of the Company's financial statements is conducted in accordance with the professional standards of Public Accountants, covering all audit procedures deemed necessary based on the circumstances.
2. The audit includes testing and evaluation of the internal control system, as well as examination, based on testing, of evidence supporting the amounts and disclosures in the financial statements. The audit also involves an assessment of the accounting principles used and significant estimates made by management, as well as an assessment of the overall presentation of the financial statements in accordance with the Financial Accounting Standards (PSAK) issued by the IAI.
3. As part of the audit process, the Public Accounting Firm (PAF) also conducts inquiries with management regarding the statements made by management in the financial statements.
4. The audit carries inherent risks that if there are material errors and irregularities. If such issues arise, the PAF will communicate them to management.
5. Management, in this case, the Board of Directors, assumes responsibility for the audited financial statements by the PAF, in accordance with OJK Regulation No. 75/POJK.04/2017 regarding the Responsibility of the Board of Directors for Financial Statements.

6. Management approves the PAF's working papers on the Company for review by the relevant body or authority.
7. The audit is carried out based on the Professional Standards of Public Accountants published by the Indonesian Institute of Accountants (IAPI). If there is financial assistance from the Government of the Republic of Indonesia, the audit is conducted based on the State Financial Audit Standards (SPKN) issued by the Supreme Audit Agency (BPK) of the Republic of Indonesia.

### Public Accountant Selection Criteria

The Company establishes 4 (four) conditions or criteria that must be met by a Public Accounting Firm (PAF) in its appointment procedures, as follows:

- Registered with the Financial Services Authority (OJK);
- A PAF that is part of the top 4 (four) groups in Indonesia;
- Has international affiliations;
- Has experience in auditing companies with the status of issuers or public companies.

### Mechanism of Appointment of Public Accountant

Stages of the mechanism for appointing a Public Accounting Firm (PAF):

1. The Board of Commissioners, through the Audit Committee, initiates the selection process of potential external auditors by seeking assistance from the Board of Directors in the appointment process in accordance with the procurement of goods/services regulations.
2. The Board of Commissioners may reappoint external auditors based on the evaluation results of the external auditor's performance in auditing financial statements.
3. The Board of Commissioners presents the reasons for the nomination to the General Meeting of Shareholders (RUPS) and the proposed honorarium/fee for the services of the external auditor.
4. The proposal to the RUPS can be submitted through a separate letter, which is part of the Board of Commissioners' response letter regarding the Company's annual performance.
5. The Board of Commissioners evaluates the performance of the external auditor through the Audit Committee in accordance with applicable regulations and standards.
6. For the process of appointing potential external auditors and/or reappointing external auditors conducted by the RUPS, the Board of Commissioners merely grants authority to the RUPS to determine the auditor.



## Appointment of Public Accounting Firm and Public Accountant for the Year 2023

In 2023, the Company has appointed the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) to conduct the audit of the financial statements of PT MTF Tbk, as determined in the Annual GMS on June 28, 2023.

<b>Public Accounting Firm</b>	Public Accounting Firm Purwantono, Sungkoro & Surja (EY)
<b>Registered Number</b>	STTD.KAP-03/PM.22/2018
<b>Public Accountant</b>	Danil Setiadi Handaja, CPA
<b>Registration Number</b>	AP1008
<b>Year of Audit</b>	2023
<b>Assignment Period</b>	2023
<b>Audit Service</b>	The Company's Financial Statements for the fiscal year ending on December 31, 2023.
<b>Non-Audit Service/Others</b>	Accountant's Comfort Letter for the Issuance of Continuing Bonds VI
<b>Fee</b>	Rp 2.097.900.000,-

## Public Accounting Firm in 2020-2022

Year	Public Accounting Firm	Name of Accountant	Accounting Firm License	Fee (Rp)	Statement
2022	Public Accounting Firm Purwantoro, Sungkoro, and Surja	Yovita	STTD.KAP-03/PM.22/2018	1.048.950.000	Fair in All Material Respects
2021	Public Accounting Firm Purwantoro, Sungkoro, and Surja	Yovita	STTD.KAP-03/PM.22/2018	998.000.000	Fair in All Material Respects
2020	Public Accounting Firm Purwantoro, Sungkoro, and Surja	Yovita	STTD.KAP-03/PM.22/2018	950.000.000	Fair in All Material Respects

## Other Services Provided by KAP

In 2023, the Company appointed KAP Purwantono, Sungkoro & Surja for the issuance of the Accountant's Comfort Letter for Continuing Bonds VI. This service was agreed upon with a fee of Rp 965,700,000 (after tax) under SPK Number: 083/SPK-PROC/MTF/III/2023.

## Internal Control System

The Internal Control System is an integrated process of continuous actions and activities carried out by leaders and employees to provide adequate assurance of achieving the Company's objectives. The implementation of the internal control system begins with planning, execution, supervision, and accountability in an orderly, controlled, efficient, and effective manner to provide confidence that the Company's activities have been carried out efficiently and effectively.

The objectives of implementing the Internal Control System within the Company are as follows:

1. Safeguarding and securing the Company's assets.
2. Ensuring the availability of more accurate reports.
3. Improving compliance with applicable regulations.
4. Reducing the impact of losses from deviations, including fraud, and violations of the prudence principle.
5. Enhancing organizational effectiveness and resource efficiency.

### Implementation of the Internal Control System within the Company

The Internal Control System is implemented starting from the establishment of objectives and strategies throughout the organization, identifying potential events that may affect these objectives and strategies, and managing risks to stay within tolerance limits (risk appetite) to provide adequate assurance for the achievement of the Company's goals. The framework for the internal control system adopted by the Company is the best practices framework practiced by companies worldwide, namely the COSO Internal Control Framework, which includes components such as:

1. The internal control environment within the Company, consisting of integrity, ethical values, and competence of the Commissioners, Board of Directors, and all Company employees, the philosophy and leadership style of management, including how authority and responsibility are executed, human resource organization and development, and the attention and guidance provided by the Board of Commissioners and the Board of Directors.
2. Risk management, which includes the process of identifying, analyzing, assessing, and mitigating or responding to risks relevant to the Company's business areas.
3. Control activities, including actions taken to ensure that all processes in the Company are controlled according to the established objectives.

This includes activities related to the organizational structure, including authority, authorization, verification, reconciliation, performance evaluation, task allocation, and asset security.

4. Information and communication systems, including activities related to presenting reports on the Company's activities and delivering them to relevant parties. This encompasses information and communication on operational activities, financial activities, and compliance with applicable regulations.
5. Monitoring, including activities or processes for assessing the quality of the internal control system, including the quality of the Internal Audit function and the quality of the units within the Company's organizational structure. This ensures that the internal control system is optimally implemented, and any deviations are promptly reported to the Board of Directors and Commissioners through the Audit Committee.

### Financial and Operational Controls

The Company is committed to disclosing its financial reports to all stakeholders fairly and transparently based on the applicable accounting standards in Indonesia. Therefore, the company consistently maintains an internal control system that ensures the reliability and adequacy of each transaction.

The presentation of financial statements (balance sheet, income statement, cash flow statement, statement of changes in equity) for each fiscal year is done to meet the interests of all parties related to the company. To fulfill all the principles above, the company has policies that ensure transactions are recorded promptly, accurately, and supported by adequate supporting documents.

Transactions recorded in the accounting system have received approval from authorized Management and are recorded correctly. Every Company's financial statement fairly and accurately represents the actual transactions without any attempt to conceal facts from the readers of the report. All parties, including the Board of Directors, Commissioners, and employees responsible for these functions, are obliged to understand and implement the policies of the internal control system and the Company's financial accounting procedures.

To support comprehensive operational risk control, MTF has implemented the following:

1. General control activities involve all employees and MTF Management at all organizational levels outlined in all policies and procedures such as:
  - Implementation of Segregation of Duties, involving the separation of functions in performing tasks to eliminate opportunities for deviations in task execution.
  - Implementation of the Four Eyes Principles in the credit process for all segments; separation of the credit initiator's function from the decision-maker.
  - Implementation of Line of Defenses for layered defense activities.
2. Control activities according to organizational functions include:
  - Implementation of Top Management Reviews: Periodically, the Board requests explanations (information) and operational performance reports from the Head of the Work Unit to review realized results compared to set targets.
  - Functional Review: This review is carried out by Internal Audit on the adequacy and effectiveness of the internal control system, risk management, and corporate governance. Audit activities are conducted for each level of MTF Work Units and reported to the CEO and the Audit Committee.

Regarding compliance with applicable regulations, MTF is committed to always complying with current regulations by:

1. Establishing a Compliance Unit responsible for monitoring compliance across MTF work units.
2. Monitoring Compliance Reporting to BI/OJK/other regulators.
3. The Compliance Risk Management strategy is to have policies to proactively comply with prevailing regulations and to prevent (ex-ante) violations, minimizing the occurrence of violations, and taking corrective actions (ex-post) for improvement.

## Review of the Effectiveness of the Internal Control System

The Board of Directors is responsible for ensuring the implementation of a reliable and effective internal control system to achieve MTF's objectives. The Board of Commissioners, assisted by the Audit Committee, is also responsible for overseeing the implementation of the internal control system at MTF. To evaluate the adequacy and effectiveness of the internal control system, monitoring and correction activities have been carried out throughout 2023, including:

1. MTF continuously evaluates and monitors the overall effectiveness of the internal control implementation, including if there are changes in internal and external conditions that may affect the company in achieving its goals.
2. Monitoring is prioritized for key risks, including periodic evaluations to detect and prevent the emergence of new risks, both by operational units, risk monitoring units, and internal audit.
3. The Internal Audit Unit independently evaluates the adequacy and effectiveness of the internal control system through audit activities. The results of the evaluation and its follow-up are reported to the Board of Commissioners, the Audit Committee, and the Board of Directors. The evaluation results for the year 2023 indicate that the Internal Control System at MTF has been functioning adequately.

## Management Statement on the Adequacy of the Internal Control System

Based on the results of the review and discussions with Management, the Audit Committee, Independent Auditors, Internal Audit, and other relevant divisions, the Board of Directors and the Board of Commissioners assess that the company's Internal Control System is adequate in identifying risks so that the Company can manage these risks. MTF consistently takes improvement measures to enhance the internal control system.

## Important Case

Permasalahan dan/atau perkara hukum yang dihadapi Perseroan serta anggota Dewan Komisaris dan Direksi di sepanjang tahun 2023 dan perbandingannya dengan tahun 2022 adalah sebagai berikut:

Law Issues	2023		2022	
	Civil	Criminal	Civil	Criminal
Board of Commissioners and Board of Directors	-	-	-	-
Completed and has permanent legal force	-	-	-	-
In the settlement process	-	-	-	-
<b>MTF</b>				
Completed and has permanent legal force	56	-	47	-
In the settlement process	26	-	10	-
<b>Total</b>	<b>82</b>	<b>-</b>	<b>57</b>	<b>-</b>

The following is an explanation regarding the legal cases faced by the Company throughout 2023:

No.	Litigant	Case Subject		Case Status	Risk faced by MTF and Impacts towards MTF
		Material (Rp)	Non-Material (Rp)		
1	Achmad Fadilah	876.000.000	1.000.000.000	The matter was resolved in 2023, with MTF prevailing.	None
2	Lukman Hasan	262.804.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
3	Hasni Nurhamidin	149.814.000	-	The matter was resolved in 2023, with MTF prevailing.	None
4	Kasmiatun	184.500.000	1.300.000.000	Perkara sudah diputus tahun 2023 dan MTF menang.	None
5	Wahyu Widiantoro (Debitur Saibatul Islamiati)	197.956.000	-	The matter was resolved in 2023, with MTF prevailing.	None
6	Aten K. Mangopa	1.000.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
7	Muhammad Rizky Syahreza	88.739.920	-	The matter was resolved in 2023, with MTF prevailing.	None
8	Edi Partomo Pandiangan	124.407.000	-	The matter was resolved in 2023, with MTF prevailing.	None
9	Santun Willfried	494.487.000	-	The matter was resolved in 2023, with MTF prevailing.	None
10	Stefanus Lu	1.158.894.000	-	Case in litigation process with plaintiff's witness agenda.	None
11	PT Mulyo Joyo Bersama Marc	614.925.000	-	The matter was resolved in 2023, with MTF prevailing.	None
12	Masrul	93.244.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
13	Hasni Nurhamidin	149.814.000	-	The matter was resolved in 2023, with MTF prevailing.	None
14	Ngadino	259.500.000	-	The matter was resolved in 2023, with MTF prevailing.	None

No.	Litigant	Case Subject		Case Status	Risk faced by MTF and Impacts towards MTF
		Material (Rp)	Non-Material (Rp)		
15	Lukman Hasan	262.804.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
16	Khoirul Maulana	89.500.000	200.000.000	The matter was resolved in 2023, with MTF prevailing.	None
17	Ismail Amin	22.760.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
18	Yustina Sugiyanti (Debitur Yohanes Dwi Pramudya)	176.985.000	50.000.000	The matter was resolved in 2023, with MTF prevailing.	None
19	Hijrawati, DKK (Debitur Moh. Jufri)	55.302.000	-	The matter was resolved in 2023, with MTF prevailing.	None
20	Lisyanti (Debitur Alexander)	551.640.000	200.000.000	The matter was resolved in 2023, with MTF prevailing.	None
21	Ismail Amin	22.760.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
22	Ricky Lesmana	99.407.400	-	The matter was resolved in 2023, with MTF prevailing.	None
23	Sulastris Simanjuntak	-	-	The matter was resolved in 2023, with MTF prevailing.	None
24	PT Cahaya Fitri Abadi	500.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
25	Muttaqim Akbar (Debitur Erena Ramadhani)	481.950.000	-	The matter was resolved in 2023, with MTF prevailing.	None
26	Kartika Adiwintangun	204.600.000	-	Matters in the conference process with Rejoinder agenda.	None
27	Enong Fatimahtu Zuhro	25.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
28	Tambari	100.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
29	Wildan	609.052.000	-	The matter was resolved in 2023, with MTF prevailing.	None
30	Yustina Sugiyanti (Debitur Yohanes Dwi Pramudya)	176.985.000	50.000.000	The matter was resolved in 2023, with MTF prevailing.	None
31	H. Daeng Masoa	873.840.000	500.000.000.000	The matter was resolved in 2023, with MTF prevailing.	None
32	Bagus Santa Wardana	424.152.000	-	The matter was resolved in 2023, with MTF prevailing.	None
33	PT Mitra Bersama Realty	899.500.000	-	The matter was resolved in 2023, with MTF prevailing.	None
34	Dewi Susanti	150.000.000	500.000.000	The matter was resolved in 2023, with MTF prevailing.	None
35	Redi	-	-	The matter was resolved in 2023, with MTF prevailing.	None
36	Aten K. Mangopa	1.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None



No.	Litigant	Case Subject		Case Status	Risk faced by MTF and Impacts towards MTF
		Material (Rp)	Non-Material (Rp)		
37	Barokah	212.000.000	500.000.000	The matter was resolved in 2023, with MTF prevailing.	None
38	Bagus Santa Wardana	424.152.000	-	MTF has been declared victorious in the first-instance verdict and the appellate verdict. Currently awaiting the cassation verdict.	None
39	Saprudin	93.000.000	2.000.000.000	The matter was resolved in 2023, with MTF prevailing.	None
40	Hasmia Husmain	4.000.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
41	PT Cahaya Fitri Abadi	500.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
42	Doni Susilo	509.600.000	-	The matter was resolved in 2023, with MTF prevailing.	None
43	Kukuh Heri Jatmiko	71.036.000	500.000.000	The case is in the trial process with a scheduled reading of the verdict.	None
44	PT Mitra Bersama Realty	899.500.000	-	The matter was resolved in 2023, with MTF prevailing.	None
45	Muttaqim Akbar (Debitur Erena Ramadhani)	481.950.000	-	MTF has been declared victorious in the first-instance verdict and the appellate verdict. Currently awaiting the cassation verdict.	None
46	Randy Sweetly Walangare	5.000.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
47	Nasir	1.000.000.000	25.000.000	The case is in the trial process with a scheduled reading of the verdict.	None
48	PT Sumatera Jaya Mandiri	327.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
49	Ade Ojoh Nurjanah (Debitur Maman Budiman)	82.261.719	38.896.000	The case is in the trial process with an interim judgment agenda.	None
50	Nurhasanah	154.236.240	-	The matter was resolved in 2023, with MTF prevailing.	None
51	Daffa Zalza Noor Shidqi	158.150.000	2.000.000.000	The case is in the trial process with a scheduled reading of the verdict.	None
52	Martin Hasiholan	113.848.000	-	The case is in the trial process with a conclusion agenda.	None
53	Aten K. Mangopa	10.000.000	100.000.000	The matter was resolved in 2023, with MTF prevailing.	None
54	Vina Chovan Epifanis (Debitur Alvonsius Iskandar)	67.500.000	-	The matter was resolved in 2023, with MTF prevailing.	None

No.	Litigant	Case Subject		Case Status	Risk faced by MTF and Impacts towards MTF
		Material (Rp)	Non-Material (Rp)		
55	Wildan	609.052.000	-	MTF emerged victorious in the first-instance verdict and the appellate verdict. Currently, it is undergoing case review at the cassation level.	None
56	Rasidah	-	-	The matter was resolved in 2023, with MTF prevailing.	None
57	Subaeda Bin Mata (Debitur Muh Amzar)	128.160.000	70.000.000	There are no ongoing cases with scheduled testimonies from the plaintiff.	None
58	Doni Susilo & Meylinda Rahayu	509.600.000	-	There are no ongoing cases with scheduled responses.	None
59	Muhammad Yusuf	362.600.000	2.000.000.000	The case is in the trial process with the agenda of reading the lawsuit.	None
60	Renaldo Aridka	97.200.000	2.000.000.000	The matter was resolved in 2023, with MTF prevailing.	None
61	Lisyanti (Debitur Alexander)	551.640.000	2.000.000.000	The case is in the trial process with the agenda of replication.	None
62	Rasidah	142.600.000	-	MTF has been declared victorious in the first-instance verdict and the appellate verdict. Currently, the case is under review at the cassation level.	None
63	Samtua Sihite (Debitur Dermawati SPD)	1.033.436.000	-	The case is awaiting a summons from the Court for the reading of the lawsuit.	None
64	Mulyo Joyo Bersama Marc	750.000.000	-	The matter was resolved in 2023, with MTF prevailing.	None
65	PT Indonesia Energi Dinamika	12.535.801.873	-	The matter was resolved in 2023, with MTF prevailing.	None
66	PT Polowijo Gosari	2.919.532.000	-	The matter was resolved in 2023, with MTF prevailing.	None
67	PT Sumber Pangan Slamet	1.902.042.003	3.743.220.200	The matter was resolved in 2023, with MTF prevailing.	None
68	PT Phos Tekno Indonesia	848.402.100	-	The debtor has been declared bankrupt in a Suspension of Debt Payment (PKPU) case, and is currently in bankruptcy proceedings.	None
69	PT Visi Eka Mulia	966.819.600	-	Verification of bills has been conducted, and the case is currently in the process of liquidating bankruptcy estate assets.	None
70	PT Polowijo Gosari	915.059.000	-	The settlement proposal was approved in 2023, and the debtor has made the payment to MTF.	None
71	PT Labuan Mandiri Jaya	121.754.000	-	The billing verification agenda has been completed, and the case is currently in the process of liquidating bankrupt estate assets.	None

No.	Litigant	Case Subject		Case Status	Risk faced by MTF and Impacts towards MTF
		Material (Rp)	Non-Material (Rp)		
72	PT Sumber Pangan Slamet	1.902.042.002	3.743.220.200	The case was concluded in 2023, with no ruling unfavorable to MTF.	None
73	PT Sakti Mait Jaya Langit	825.480.000	179.772.200	The billing verification agenda has been conducted, and currently, the process is in the bankruptcy estate settlement phase.	None
74	Bowo Heli Sartanto	144.879.800	-	The amicable settlement proposal was approved in 2023, and the debtor has affirmed their commitment to continue making payments to MTF.	None
75	Mario Soebono	1.563.836.500	-	The case was resolved in 2023, and the debtor remains obligated to fulfill their obligations according to the Financing Agreement.	None
76	PT Sarana Cipta Unggul	2.525.395.944	2.301.598.800	The case was concluded in 2023 with no rulings that adversely affected MTF.	None
77	PT Bias Nusatama	2.013.738.800	-	A Meeting of the Creditors' Deliberation Assembly has been held, and the PKPU period has been set for 90 days.	None
78	PT Bias Nusatama	7.445.155.456	369.186.834	The case is in the PKPU process with a decision to extend the PKPU period for an additional 90 days until the next Creditors' Deliberation Assembly scheduled for April 3, 2024	None
79	PT Saeti Centricon Wahana	4.712.600	-	A Creditors' Deliberation Assembly has been held, with a decision to set the PKPU period for 60 days	None
80	Bowo Heli Sartanto	144.879.800	-	A Bill Verification session has been conducted, and currently, the case is in the process of bankruptcy estate settlement.	None
81	PT Phos Tekno Indonesia	769.269.000	79.133.100	The Bankruptcy Claims Verification has been completed, and currently, the case is in the process of bankruptcy estate settlement.	None
82	PT Vision Land Semarang (Debitur Lee Don Hee)	863.414.000	-	The Claims Verification has been completed.	None

### Administrative Sanction

In 2023, the Company received administrative sanctions from the regulator. In response, the Company has fulfilled the obligations required by the regulator's sanctions and has also implemented risk mitigation measures to prevent similar violations from occurring in the future.

# Information Technology Governance

The existence of reliable information technology is crucial to support business processes and excellent services. Technology is a key element that enables the company to provide products and services to consumers, measure and track business performance, and make appropriate management decisions for its sustainability. Information Technology Management in the company is carried out by the Information Technology Division (IT), so that IT-related policies are more focused and aligned with the Company's vision and mission.

## Basis of IT Management

In the future, it is expected that the company's IT governance will already achieve the average maturity level of the Financing industry, based on the COBIT5 maturity level measurement scale. To achieve this condition, in general, IT must take corrective measures, including but not limited to:

1. Addition and improvement of functions/tasks.
2. Development of policies and procedures.
3. Development of performance measures.
4. Procurement of relevant supporting application systems.
5. Evaluation of IT Governance.

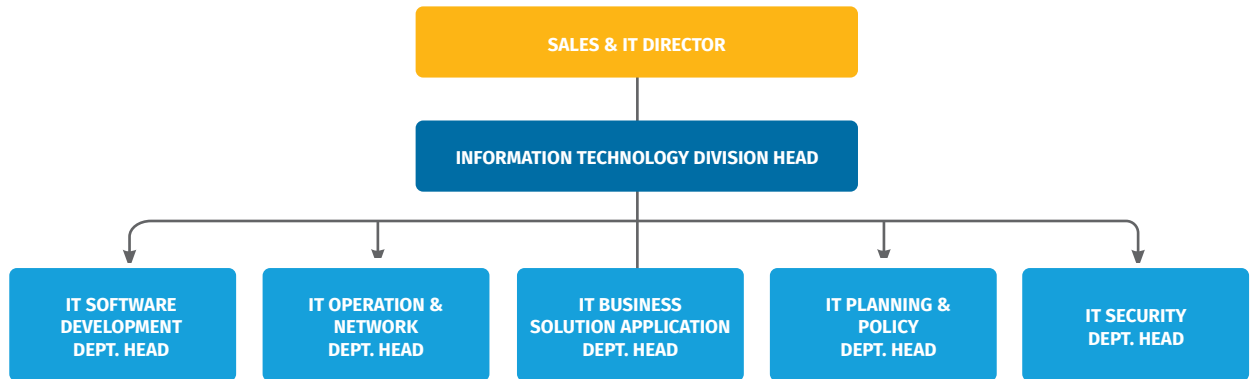
## Information Technology Development Roadmap

2021 Maintain Continuous Digital Growth	2022 Strengthen Digital Foundations	2023 Integrate Digital Ecosystem
<ul style="list-style-type: none"> <li>Optimizing the paperless principle by reducing the use of paper or manual documentation through the digitization of business process documentation/workflow.</li> <li>Improving the collection process through collaboration with external parties providing land and parking facilities.</li> <li>Information security aspects to enhance optimization and speed up disaster recovery and information security disruptions in the company's IT environment.</li> <li>Implementation of controls for data protection based on the framework from the previous year.</li> </ul>	<ul style="list-style-type: none"> <li>Conducting Business Process Reengineering.</li> <li>Development and Implementation of Credit Acquisition System.</li> <li>Assessment and Implementation of Data Governance.</li> <li>Development of existing applications to support the digitization process.</li> <li>Enhancement of technology and services security.</li> <li>Optimization of Cloud usage to expedite the digitization process.</li> <li>Information security assessment in preparation for ISO 27001 certification.</li> </ul>	<ul style="list-style-type: none"> <li>Development of mobile applications such as MTF Mobile and MTF1ACCESS.</li> <li>Optimization of cloud usage in HCEazy, MTF1ACCESS, and MTF Mobile.</li> <li>ISO certification.</li> </ul>

## Formation of the Information Technology Division as the IT Management Division

MTF acts as a business enabler in providing services to users to carry out their operational activities and supports the company's business development. This division also continuously develops facilities that can facilitate customers in connecting with MTF. As a supporter of the company's business in providing its services, MTF's IT Division is divided into several departments according to the following organizational structure:

### IT Management Structure of Mandiri Tunas Finance



The Company's IT Division is led by a Division Head. Based on Decree No. 1234/SK-HCP.SVC/HC/VII/2016, the Board of Directors appointed Kanda Octaviano to serve as Head of IT Division.



<b>Name</b>	<b>Kanda Octaviano</b>
<b>Position</b>	Head of IT Division
<b>Legal Basis of Appointment</b>	Decree No. 1234/SK-HCP.SVC/ HC/ VII/2016
<b>Age</b>	42 Years Old
<b>Nationality</b>	Indonesian
<b>Domicile</b>	East Jakarta
<b>Educational Background</b>	Bachelor of Accounting Economics from STIE Indonesia (2006)
<b>Work Experience</b>	Acting Head of IT Division (2016-2017), IT Software Development Departement (2016), IT Software Development Dept Head (2013-2016), IT Software Development Departement (2010-2012), IT Supervisor (2007-2009), SOP & Control SPV (2005-2007)
<b>Concurrent Position</b>	Within the Company: None Outside the Company: None

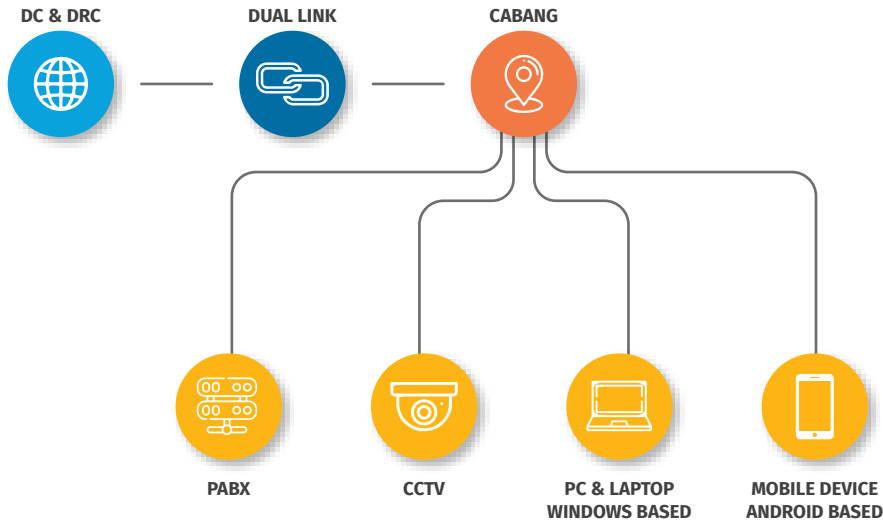
### IT Division Duties and Responsibilities

1. Coordinating, planning and controlling IT projects in order to meet the operational needs of computerbased companies.
2. Planning and coordinating the maintenance of IT resources in order to provide support for IT devices and systems.
3. Planning, directing, coordinating and approving work plans at the departmental level, as well as monitoring and evaluating implementation and coordinating the reporting.
4. Directing, coordinating the security of all IT devices including all program code from existing applications in the Company.
5. Planning and coordinating IT operational activities in accordance with the service level agreements.
6. Monitoring and controlling procurement activities and infrastructure maintenance at branches & Head Office.

## Information Technology Development

To enhance its services, the Company consistently undertakes integrated IT development to support its performance, as detailed in the attached document.

### Current Infrastructure Topology



The Company has an integrated system, among other things, which is supported by a mobile application for the digitalization process so that it can speed up the customer credit process.



## Development of Information Technology Management

Throughout the year 2023, the Company has undertaken several Information Technology management programs as follows:

### 1. System Security Enhancement

The Company has enhanced system security by implementing several security tools initiatives as follows:

- Firewall Layer Implementation  
The Company implemented firewalls in both Data

Centers to enhance server security at the DC and DRC.

- Email Security Gateway Upgrade  
The IT Division upgraded the email system's security by replacing the Email Security Gateway with technology that provides better security, replacing devices that have reached the End Of Support.
- Internet Access Management Upgrade  
The IT Division replaced the Internet Access Management on devices that have reached End Of Support.

- Addition of Web Application Firewall (WAF) Licenses

In this year, the Company added WAF licenses in accordance with the addition of applications accessed through the internet. The Web Application Firewall serves to protect the Company's web-based applications from external attacks.

- Addition of Network Access Control (NAC) Licenses  
In this year, the Company added NAC licenses in accordance with the addition of Endpoint devices in the Company. This tool functions to monitor and control the Company's network, providing security layers to prevent unauthorized access by unknown devices.
- Addition of Data Loss Prevention (DLP) Licenses  
In this year, the Company added DLP licenses in accordance with the addition of Endpoint devices in the Company. This tool functions to monitor, detect, and stop abnormal sensitive data flows and potential data leaks.

With this system in place, the Company can prevent and avoid data leakage and misuse by irresponsible parties.

## 2. System and Storage Capacity Maintenance:

On the infrastructure side, the Company also upgraded Server and Storage capacities to support the Company's business development. Increased lending and account management capacities certainly require reliable system and network capacity support. Therefore, in 2023, the IT Division conducted maintenance and capacity upgrades for Systems and Networks as follows:

- Addition of Server and Storage Capacities

The IT Division added Storage capacities to support the Company's business growth. The IT Division also upgraded servers that have reached the end of support.

- NAS Device Replacement

The IT Division replaced end-of-support NAS devices in branches.

## 3. Cloud Optimization

- MTF optimized the use of cloud for the following applications:
  - ◊ HCEazy
  - ◊ MTF1ACCESS
  - ◊ MTF Mobile

## 4. IT Governance Enhancement

- Review of Standard Operating Procedures (SOP) and Operational Technical Guidelines (OTG) by the IT Division in 2023.
- In this year, the Company underwent an audit based on ISO standards to enhance IT governance.
- In enhancing human data capacity, the IT Division conducted regular training and knowledge sharing in each department. This was done to ensure that each IT Division personnel has good skills and can support operations optimally.

## Costs of Information Technology Development

The determination of the IT Opex and Capex budget is based on operational needs and the requirements for acquiring IT infrastructure in line with recommendations. This process involves a thorough review by the company's management. Below is a comparison of the IT investment costs incurred by the company in the year 2023.

### TI Investement in 2023

Subject	Amount (Rp)
Server	6.775.998.101
Network	5.133.825.965
Security	18.619.169.212
Software/License	4.275.743.199
Certification	80.089.451

### TI Investment Total Comparation 2022-2023

	Realization (Rp-million)		2023 Budget	Realization Comparison 2023 & 2022	Budget Usage 2023
	2023	2022			
TI Investment Amount	39,679	36.340	41,577	9%	95,4%

# Code of Conducts

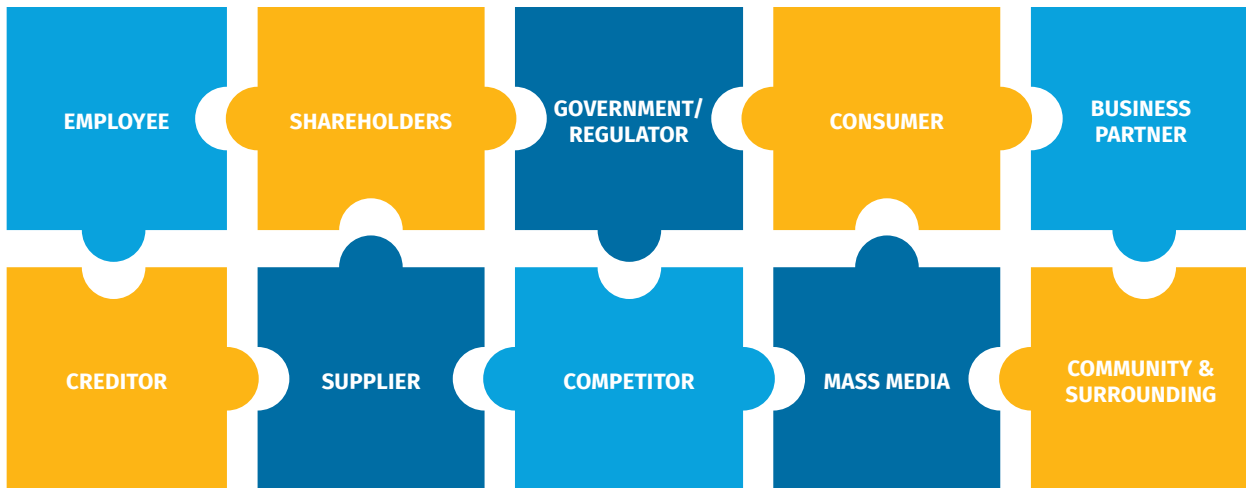
The Code of Conduct is an articulative framework with reward and punishment mechanisms designed to support the implementation of the company’s vision, mission, core values, and culture. The discipline within the company is outlined in the Corporate Regulations, which explains the obligations and rights of employees, actions considered violations, the corresponding sanctions, and the authorities responsible for imposing sanctions. This Code of Ethics serves as a standard behavioral guide for all individuals within MTF in their interactions with both internal and external parties.

The Company periodically evaluates the effectiveness of the Code of Conduct, and organizes socialization programs to remind and emphasize the application of the Code of Conduct for employees.

## Harmonious Relationships with Stakeholders

One of the significant objectives of implementing Good Corporate Governance (GCG) principles is the development of the business entity’s relationships with stakeholders. The Company formulates its Code of Conduct to build harmonious relationships between the operational and business interests of the Company and the interests of each stakeholder within and impacted by the Company’s operations and business activities.

### Mandiri Tunas Finance Stakeholders



## Vision, Mission, as well as Corporate Values and Culture as Commander in Chief

The Company has formulated and established its vision and mission as the Commander in Chief in directing the Company’s future development. The vision and mission are then translated into Corporate Values and Culture which are expected to be understood as the Company’s fundamental policy to develop an organization that is in line with the vision and mission that has been set.





## Code of Conduct Determination and Content

The Company has established Code of Ethics or Code of Conduct (CoC) on March 11, 2013, and the main contents of the Company's Code of Conduct are as follows:

### Chapter I – Introduction

- Background
- Purpose and Objectives
- Benefits

### Chapter II – Business Ethics

- Scope
- Business Ethics and Company Commitment to Stakeholders

### Chapter III – Work Ethics

- Scope
- Individual Basic Attitudes – PERWIRA Main Behavior
- Individual Behavior Inside and Outside the Company
- Behavior as a Superior
- Behavior as a Subordinate
- Commitment to Specific Matters

### Chapter IV – Enforcement and Implementation of Ethical Standards of Conduct

- Monitoring the Implementation of the Standards of Ethical Behavior
- Reporting Violations of Ethical Standards Behavior
- Sanctions for Violations of the Code of Conduct

### Chapter V – Closing

## Benefits and Objectives of Implementation of Code of Conduct

The Company strives to consistently implement the Code of Conduct in order to provide long-term benefits to Shareholders, the Company, the Board of Commissioners and Board of Directors as well as employees, customers, business partners and the community. The objectives of implementing this Code of Conduct are as follows:

1. As a joint commitment to realize the vision and implement the mission professionally and ethically by considering the stakeholders' interests, therefore, ultimately realizing maximum work standard to all individuals and referring to the prevailing regulations for the Company.
2. Minimizing all risks that cause conflicts of interest and lawsuits or litigation due to negligence committed by individuals within the Company.
3. As a means to create harmonious, synergistic and mutually beneficial relationships among the Company's stakeholders.

4. In the long term, encouraging the improvement of the customer service quality, the Company management, the Company value development and ultimately leading to an increase in the Company's reputation.

## Code of Conduct Implementation for All Organizational Levels

The implementation of the Company's Ethical Standards Guidelines for Code of Conduct is the responsibility of all MTF personnels, including employees, Board of Directors, Board of Commissioners and all supporting organs to behave in accordance with the Company's culture so that professional, responsible, reasonable, proper and trustworthy behavior in conducting business relationships with co-workers as well as work partners is manifested.

## Code of Conduct Socialization and Internalization

The Company's Code of Conduct is introduced to all levels within the Company and is written in an additional document of the employment contract during the recruitment process of new employees and for employees who have joined the Company, where the Code of Conduct must be understood and signed by all employees. Furthermore, all employees are expected to behave in accordance with the Company's values and apply the Code of Conduct in their daily activities. Socialization and internalization are the important phases of the Employee Code of Conduct implementation. The Company is committed to implementing socialization effectively and thoroughly with the following steps:

1. Socializing the Code of Conduct to all levels of the Company and refreshing it continuously through:
  - a. Company's website
  - b. Administrator's email that is sent to all employees
  - c. At the time of signing the company regulations,
  - d. As well as other media available in the Company.
2. Evaluating the understanding of the Company's ranks, during the orientation period and the employment period.
3. Periodically reviewing the points of the Code of Conduct for further development and improvement. In the event of more detailed regulations are needed, it will be prepared in the Company's policies and regulations.

## Sanctions for Violations

Violations of the Company regulations and the code of conduct committed by employees may be subject to sanctions:

Sanctions	Term of Sanction	Total Sanction 2023	Total Sanction 2022
Write Reprimand	3 (tiga) months	13	10
First Warning Letter	6 (enam) months	185	81
Second Warning Letter	6 (enam) months	23	47
Third Warning Letter	6 (enam) months	16	29
First and Last Warning Letter	6 (enam) months	28	-
Termination of Employment Relation (PHK)	-	29	46

The type of violation that is allegedly as criminal offense will be legally processed through the authorities.

## Gratification Control

The Company strives to avoid gratification practice in carrying out its business activities. Gratification itself has the potential to affect the independence of the performance of Company organs so that it has negative impacts on the Company. Therefore, in order to maintain business relationships with stakeholders, the Company regulates matters related to gratification and procedures or mechanisms for reporting that have been prepared.

In 2020, the Company had consistently made improvements in terms of control, one of which was for gratification control, by establishing a Gratification Control Unit along with the issuance of standard operating procedures for gratification control and anti-fraud strategy as stipulated in Gratification Guidelines no. Gratification Control 03/PGN/10/2018 and had been effective since September 17, 2018 and had gone through improvements/revisions on November 15, 2019 and September 1, 2020 which was approved by the Company's Directors. The standard operating procedure regulates the definition of gratification, nature of gratification, gratification criteria, principles of gratification control, providing and accepting gratification within the Company, reporting of rejection of gratification, reporting of acceptance of gratification, and handling of gratification reports.

In 2023, the Company continued to socialize the Anti Gratification Policy to all MTF personnels, which was routinely carried out at the Company's Head Office.

## Anti-corruption Policy

The Board of Commissioners, Board of Directors and all employees always uphold fair competition, the values of sportsmanship and professionalism, as well as GCG principles. The Company is also committed to creating a healthy business climate, avoiding actions, behaviors or deeds that can lead to conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritizing the interests of the Company above personal, family, group or class interests. The Company also always pays attention to policies regarding anti-corruption as written in Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning the Eradication of Corruption Crimes.

The Company is committed to carrying out business activities with an anti-corruption spirit, namely distancing itself from the behavior of Corruption, Collusion and Nepotism which is embedded in the minds of all MTF personnels. Therefore, MTF always upholds fair competition, sportsmanship and professionalism, as well as GCG principles so that to encourage the creation of fair business competition.

This commitment is the reflection of the implementation of applicable laws and regulations such as:

1. Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crimes, and
2. Law No. 20 of 2001 on Amendments to Law Number 31 of 1999 concerning Eradication of Corruption Crimes Gratification Policy

MTF strives to avoid gratification practices in carrying out its business activities. Gratification itself has the potential to affect the independence of the performance of Company's organs so that it has negative impact on the Company. Therefore, in order to maintain business relations with stakeholders, the Company regulates matters related to gratification and the procedures or mechanisms for reporting that have been prepared.

### Anti Corruption Training/Socialization to Employees

In addressing the practice of corruption, MTF has implemented a socialization program related to raising awareness about Fraud, corruption, and gratification actions among all employees regularly throughout the year 2023.

No.	Time	Place	Participant	Note
1	February 23, 2023	MTF Head Office	Supervisor Development Program Batch 16	Anti-Fraud Awareness and Gratification Socialization
2	March 6, 2023	MTF Head Office	Management Trainee MTF Batch 15	Anti-Fraud Awareness and Gratification Socialization
3	March 9, 2023	MTF Head Office	Manager Development Program Batch 15	Anti-Fraud Awareness and Gratification Socialization
4	March 27, 2023	Virtual - Regional 7	Employees of MTF Branches in Surabaya 1, Surabaya 2, Mojokerto & Tuban	Anti-Fraud Awareness and Gratification Socialization
5	May 17, 2023	Virtual - Regional 2	Employees of MTF Branches in Padang and Pangkal Pinang	Anti-Fraud Awareness and Gratification Socialization
6	May 24, 2023	Virtual - Regional 7	Employees of MTF Malang Branch	Anti-Fraud Awareness and Gratification Socialization
7	June 5, 2023	Virtual - Regional 7	Employees of MTF Kupang and Madiun Branch	Anti-Fraud Awareness and Gratification Socialization
8	June 6, 2023	Virtual - Regional 7	Employees of MTF Mataram Branch	Anti-Fraud Awareness and Gratification Socialization
9	June 20, 2023	Kantor - Regional 3	Employees of MTF Kebon Jeruk Branch	Anti-Fraud Awareness and Gratification Socialization
10	June 21, 2023	Kantor - Regional 3	Employees of MTF Kelapa Gading Branch	Anti-Fraud Awareness and Gratification Socialization
11	July 20, 2023	Kantor - Duren Tiga 4	Employees of MTF Duren Tiga 2 Branch	Anti-Fraud Awareness and Gratification Socialization
12	August 4, 2023	MTF Head Office	Management Trainee MTF Batch 16	Anti-Fraud Awareness and Gratification Socialization
13	August 23, 2023	Virtual - Regional 4	Employees of MTF Cibubur and Depok Branch	Anti-Fraud Awareness and Gratification Socialization
14	September 7, 2023	Virtual - Regional 3 dan 7	Employees of MTF Kemayoran Multiguna, Tanjung Duren and Banyuwangi Branch	Anti-Fraud Awareness and Gratification Socialization
15	September 8, 2023	Bogor MTF Office	Employees of MTF Bogor Branch	Anti-Fraud Awareness and Gratification Socialization
16	October 3, 2023	Virtual Regional 1,2,3, HC, Legal, Corporate Audit, Corporate Secretary, Risk Management & Credit	Branch Head, Regional Head, Dept Head, and Division Head	Culture Summit for Leaders Batch 1 (Anti-Fraud Awareness & Gratification Socialization)

No.	Time	Place	Participant	Note
17	October 5, 2023	Virtual Regional 4,5,6, Finance, CPM dan Mandiri Liaison, IT, Digital, AR & Recovery, Corporate Fleet, dan Fleet AR	Branch Head, Regional Head, Dept Head, and Division Head	Culture Summit for Leaders Batch 2 (Anti-Fraud Awareness & Gratification Socialization)
18	October 11, 2023	Virtual - Regional 6&7	Employees of MTF Yogyakarta, Purwokerto, and Gianyar Branch	Anti-Fraud Awareness and Gratification Socialization
19	October 17, 2023	Virtual Regional 7,8,9, Operation, Sales & Distribution, Marketing	Branch Head, Regional Head, Dept Head, and Division Head	Culture Summit for Leaders Batch 3 (Anti-Fraud Awareness & Gratification Socialization)
20	December 7, 2023	Virtual - Regional 4&5	Employees of MTF Kemayoran Multiguna, Lebak Bulus, and Karawang Branch	Anti-Fraud Awareness and Gratification Socialization

## Whistleblowing System

The Violation Reporting System or Whistleblowing System (WBS) is the Company's effort to support the implementation of good corporate governance in preventing fraudulent activities by reporting incidents of misconduct. It aims to promote a culture of honesty and transparency. The implementation of WBS is beneficial for developing a well-managed violation reporting system, serving as a foundation for the Company to design necessary evaluations and follow-up actions. WBS is also a part of the early warning system for detecting potential issues arising from a violation. For whistleblowers, WBS ensures protection and confidentiality of their identity.

The Whistleblowing System is integral to the Anti-Corruption Mechanism of PT Mandiri Tunas Finance. In upholding regulations, work ethics, business principles, and the Company's values, feedback from both management and whistleblowers is encouraged. This allows the community or whistleblowers to report alleged violations of good corporate governance principles and applicable ethical values based on accountable evidence, with the genuine intention of benefiting the Company. The whistleblower's identity is kept confidential, and reports can be submitted anonymously.

### Establishment of Guidelines for Mandiri Tunas Finance Violation Reporting System

The Company's violation reporting system is regulated based on a letter from the CEO with the number 063/MTF-DIR/VII/2011 dated July 20, 2011. In that letter, the Company's CEO urges all employees to have a sense of ownership in line with the PERWIRA Culture, encouraging them to actively play a role together in preventing, detecting, and anticipating fraud or violations within the Company.

### Scope of Violation Complaints Through MTF Violation Reporting System

Violations that can be reported through the Company's WBS mechanism include:

1. Allegations or indications of procedural violations
2. Fraudulent activities (fraud)
3. Unlawful acts or other unethical actions that harm the Company's finances or reputation.

### Complaint Channels

Reports can be submitted through communication channels to the designated working unit for easy follow-up by the committee, which is a part of several designated units responsible for determining the follow-up actions and providing feedback to the whistleblower.

Reports can be submitted through:

- Website: [www.mtf.co.id/id/whistle-blower](http://www.mtf.co.id/id/whistle-blower)
- Email: [halo.perwira@mtf.co.id](mailto:halo.perwira@mtf.co.id)
- Anti-Fraud Call Center: 081110678057
- Written correspondence addressed to the Corporate Secretary at: Graha Mandiri, 3rd Floor Jl. Imam Bonjol 61 Central Jakarta

### Complaint Management Party

Pelaporan yang masuk dalam *whistleblower* akan dikelola secara langsung oleh Sekretaris Perusahaan. Setiap laporan akan diproses secara independen dan akan dilakukan penelusuran kebenaran informasi yang diberikan.

### Mechanism of Submission and Handling of Complaints through the Violation Reporting System

Role of the Board of Commissioners in the Company's WBS system:

1. Overseeing and being responsible for the policies and management of the Company in accordance with the established vision and mission, based on compliance with applicable laws and regulations. This includes, but is not limited to, regulations related to the implementation of Good Corporate Governance, the Limited Liability Company Law, and regulations of the Financial Services Authority.
2. Ensuring that the Board of Directors follows up on audit findings and recommendations from the Internal Audit Division, external auditors, OJK (Financial Services Authority) inspections, and/or inspections by other authorities.
3. Ensuring that the relevant department reports to the Financial Services Authority (OJK) no later than 10 calendar days from the discovery of violations of laws and regulations in the financing sector, including an estimate of the circumstances that could endanger the Company's business continuity.

### Protection for Whistleblowers

The Company ensures confidentiality and protection for whistleblowers throughout the process of each complaint report, always prioritizing confidentiality and the presumption of innocence in a professional manner. The Company guarantees the confidentiality of the whistleblower's identity and provides protection against any form of threats, intimidation, or unpleasant actions from any party, as long as the whistleblower can maintain the confidentiality of the reported case.

This protection also extends to individuals appointed by the Company to conduct investigations, verifications, and those providing information related to the complaint or disclosure of deviation facts.

### Awards and Sanctions

The form of sanctions against the reported party proven to have committed a violation is determined in accordance with the provisions and regulations applicable within the Company. The Company also imposes sanctions for reporting violations that do not align with the intended purpose and objectives of this policy, such as defamation or false reporting.

Moreover, rewards are granted to the whistleblower if the reported case is proven to be true, and the Company experiences positive impacts from the report. The type and amount of rewards are regulated by the Board of Directors' policy, which is an integral document of the WBS policy..

### Outcome of Complaint Handling in 2023

The number of complaints received and processed in the year 2023, along with the follow-up actions on the complaints, are as follows:

Whistleblowing Report Status	Number in 2023
Received Report	19
Fraud Indication	9
Not Indicated a Fraud	10

## Information on Funding for Political Activities

The Company has a policy prohibiting individuals on behalf of the company from engaging in political activities, including making donations for political purposes. The company explicitly forbids individuals affiliated with MTF from using any facilities or resources for political campaign purposes, fundraising for political causes, or any form of political participation. This prohibition is outlined in the Corporate Code of Conduct.

Instead, a strong commitment to social and community issues is considered an integral part of the Company's duties and responsibilities to society. This commitment is realized through Corporate Social Responsibility (CSR) programs. A more detailed explanation of the CSR programs and activities carried out by the company throughout 2023 can be found in the Corporate Sustainability Report, an inseparable document from this Annual Report.

## Goods and Services Procurement Policy

### Basic Principles and Provisions for the Procurement of Goods and Services within the Company

In conducting procurement of goods and services, the Company implements efficiency, accountability and transparency. The legal basis for the implementation of goods and services procurement refers to the regulations of the Company's Standards Operational Procedure regarding the Procurement of Goods and Services. Therefore, the procurement of goods and services is carried out carefully starting from planning, procurement, selection of goods and services providers, as well as supervising the implementation of procurement by considering the following aspects:

1. Being Efficient, means that the procurement of goods/services must be managed by using limited funds and resources to achieve the targets set within the shortest possible time and can be held accountable.
2. Being Effective, means that the procurement of goods/services must be in accordance with the requirements that have been established and can provide maximum benefits in accordance with the targets set.
3. Being Open and Competitive, means that the procurement of goods/services must be open to the suppliers of goods/services that meet the requirements and is carried out through fair competition among suppliers of goods/services that are equal and meet certain requirements/ criteria based on clear and transparent rules and procedures.
4. Being Transparent, means that all provisions and information regarding procurement of goods/ services, including technical requirements of procurement administration, evaluation procedures, evaluation results, determination of prospective goods/services suppliers, are transparent to the interested goods/services suppliers as well as to the public in general.
5. Being Fair/Not Discriminative, means that equal treatment is given to all prospective goods/services suppliers without intention to give personal gain to certain parties with any method or reason whatsoever.
6. Being Accountable, means that it must achieve physical, financial and beneficial goals for the smooth implementation of general government tasks and community services in accordance with the principles and provisions applicable in the procurement of goods/services.

### Types of Tenders

1. Regular (Open) Tender
  - Limited Tender These methods are conducted if the tender value is estimated to be more than 5 billion Rupiah with the following implementation conditions:
    - Prequalification announcement
    - Prequalification documents submission
    - Prequalification documents evaluation
    - Determination of prequalification announcement
    - Invitation to collect procurement documents
    - Tender explanation - Submission and opening of bid documents
    - Bid evaluation - Preparation of minutes of tender results
  - Tender winner determination
  - Tender winner announcement
  - Tender participants objections
  - Contract signing
  - Advance payments
2. Direct Selection
  - Procedures for the procurement of goods and services using the direct selection method are carried out with the following process:
    - Invitations to goods and services suppliers
    - Providing explanation of procurement documents
    - Submission of bids - Opening of bids
    - Evaluation of bids
    - Technical clarification and negotiation

- Determination of selected goods and services suppliers
- Appointment of goods and services suppliers
- Contract Signing

## Procedures for Procurement of Goods and Services within the Company

### Basic Principles of Procurement

In implementing the procurement process, the basic principles of procurement must be considered, namely:

1. Effective, means that Procurement activities must be in accordance with the needs/plans that have been set and can provide optimal benefits for the Company.
2. Efficient, means that Procurement activities are carried out to achieve the specified quality, at the agreed time at the best price level.
3. Open and Competitive, means that the implementation of Procurement must be open to goods and services suppliers who have met the requirements and carried out through fair competition among goods and services suppliers and meet certain requirements/ criteria based on clear and transparent provisions and procedures.
4. Transparent, means that all provisions and information regarding procurement implementation, including technical and administrative requirements, evaluation procedures, evaluation results, determination of prospective suppliers of goods and services are open.
5. Fair and non-discriminatory, means providing equal treatment to all prospective goods and services suppliers, not aiming to provide benefits to certain parties in any means and/or reason.
6. Accountable, means that procurement processes, results and payments must be accountable.
7. Responsibility, means that the procurement process is carried out carefully and in compliance with applicable regulations.
8. Independent, means that procurement decisions are taken objectively and free from pressure from any party.

### Procurement Ethics

In the implementation of procurement, all parties involved in the process, including the Procurement Implementation Unit, Users as well as Goods and Service Suppliers must comply with the following ethics:

1. Carrying out each other's obligations in an orderly manner with a sense of responsibility to reach smoothness and accuracy in achieving procurement objectives.
2. Work professionally and independently on the basis of honesty and maintain the documents' confidentiality that should be kept confidential, such as Self-Estimated Prices (HPS), to prevent

irregularities in the implementation of Procurement activities.

3. Not influencing each other either directly or indirectly to prevent and avoid unfair competition.
4. Accepting and being responsible for all decisions made in accordance with the agreement of the parties.
5. Avoiding and preventing conflicts of interest among the parties.
6. Avoiding and preventing waste in the implementation of procurement activities.
7. Avoiding and preventing authority abuse and/ or collusion with the aim of personal, group or other parties' benefits that can directly or indirectly harm the bank.
8. Avoiding and preventing Corruption, Collusion and Nepotism in the procurement process.
9. Not accepting gifts or rewards in any form, either directly or indirectly

### Facilities or Media for the Procurement of Goods and/or Services

To support the implementation of goods and/ or services procurement process, the Company provides media and facilities through the Company's E-Procurement through the website <https://procurement.co.id:7348>. The E-Procurement system is used so that procurement can be done transparently and can be monitored by all procurement committees.

### Guidelines for Imposition of Goods and Services Procurement

Procurement realization must be in accordance with the current year's Company Work Plan and Budget for both at the expense of the investment budget post (capital expenditure) and the exploitation budget post (general and administrative expenses)

1. Capital Expenditure
 

The procurement of movable and immovable Fixed Assets which are categorized as investment expenditure is charged to Capital Expenditure, the classification of Capital Expenditure goods has the following criteria:

  - Not used up within 1 (one) year
  - Not easily damaged/ lost
  - If damaged, it can generally be repaired
  - The units are easily monitored, calculated and can be coded
  - The acquisition value is in accordance with the applicable provisions
2. Exploitation Expense/*Operasional Expenditure* (OPEX)
 

All expenses/costs for obtaining goods and services are charged to General and Administrative Fees, labor costs, training costs, lottery prize costs, non-raffle

prize costs and promotion costs with the following criteria:

- Does not meet the criteria for investment goods.
  - Having a (pure) rental nature despite having the technical age of 5 (five) years or more.
  - For application enhancement, specifically for Information Technology Solutions related to Enhancement or refinement of applications using a Change Request, may be charged to the BUA as long as it does not add value to the benefits.
3. Rebudgeting and Reserves If the obligations for the Goods and Services Provider's bill exceed the fiscal year (for example due to payment or retention terms), then:
    - For investment expenses, it must be rebudgeted in the next fiscal year period in the amount of the remaining unpaid term for the related procurement by the User.
    - For exploitation expenses, it must be reserved at the end of the fiscal year for work whose benefits have been received by MTF (BAST/BAKP signed) and re-budgeted for work which has not been received by the User.
  4. Bookkeeping The recording of transactions on Procurement should refer to the Accounting Policies applicable at MTF and the provisions in the Accounting Guidelines Standard.

### Self Estimated Price (HPS)

Self-Estimated Price is an analysis of the calculation of the estimated cost of procuring goods/services which is calculated on the basis of the scope and specifications of the goods/ services to be procured, by utilizing available data sources and using appropriate technical analysis methods. Every procurement process, except for direct purchases and online purchases, must have Self-Estimated Price as a reference in carrying out the price clarification/negotiation process for an offer and to determine the procurement decisionmaking official.

The HPS must reflect a reasonable price and can be accounted for. The preparation of the HPS must take into account tax costs in accordance with applicable regulations, general overhead costs and reasonable margins/profits for service providers. HPS revision can be implemented if it meets one of the following criteria:

1. There is a cost component that has not been taken into account in the initial HPS
2. The negotiation process has been finalized with the condition that the negotiated price is still above the HPS, but it is not possible to carry out re-procurement due to the number of partners who are capable of carrying out the work is limited or does not guarantee the achievement of targets.

### Submission of Procurement Requests

1. The user submits the procurement request as outlined in a memorandum to the Procurement Implementing Unit by including the information required in the procurement process, as well as attaching the required supporting documents.
2. Procurement requests must be approved by the authorized official, in accordance with the approval matrix for submission of goods and services (Chapter VI Organization and Authority).
3. Ensuring the availability of budget for each procurement.
4. Requests for the procurement of Information Technology goods and services for strategic IT projects are submitted to the Procurement Implementing Unit based on decisions on strategic IT initiatives decisions set by the competent Committee or Board of Directors meeting at the preparation of the Company Work Plan and Budget at the beginning of the year and its amendments in the current year.
5. The Procurement process can only be implemented if all the requirements related to the Procurement process have been obtained from the related work unit.
6. The Procurement Unit evaluates each submitted procurement request to ensure that all required documents are complete.
7. The timeliness of the procurement process is carried out according to a predetermined schedule.

### Procurement Process Through the Tender Process Method

1. Providing Invitations to Goods and Services Suppliers.
2. Conducting the Aanwijzing Process.
3. Offers Submission:
  - a. Submission of bid documents by e-tendering through the Company's procurement website <https://procurement.co.id:7348>;
  - b. Bidders submit bid documents (administrative, technical, price) online by uploading bid documents via <https://procurement.co.id:7348>.
4. Clarification and Negotiation Process.
5. Stages to obtain an appropriate price and ensure technical clarity and costs that can be accounted for.
6. Follow-up Clarification and Negotiation Process (if needed), it is carried out if in terms of technical and financial point of view still not in accordance with the proposed Terms of Reference (TOR).
7. Determination of Selected Goods and Services Suppliers.
8. The Procurement Team/Procurement Implementing Unit proposes the selected prospective goods and services suppliers to the officials authorized to determine goods and services suppliers by attaching



minutes of evaluation and negotiations and other information to be determined.

9. Appointment of Goods and Services Suppliers.
10. The Committee issues Decree on the Appointment of Goods/Services Suppliers to the selected goods and services suppliers and issues a letter of notification to the losing participants.
11. Contract signing

## Procurement System Determination

### Determination of Procurement Method & Type

Considering the type, nature and value of the goods/ services as well as the location conditions and the number of existing goods/services suppliers, the Goods and Services Procurement Work Unit/Procurement Committee and/or together with the Goods/Services Users must first determine the method/procurement system that is most appropriate or compatible with the goods/ services concerned, including among others: the procurement method, bid submission system, bid evaluation method and procurement contract system to be used.

Procurement method can be done by the following methods:

- Regular (Open) Tender
- Limited (Selection) Tender
- Direct Appointments
- Direct Procurement/Purchasing
- Competitions/Contests

Other procurement methods to be determined based on the Board of Directors Regulation Types of procurement work include:

- Goods are both tangible and intangible.
- Contractor Services are construction work services or other physical forms whose technical planning and specifications are determined by the Goods/ Services User and the process and implementation are supervised by the Goods/Services User or the assigned supervisor.
- Consulting Services, are professional expertise services that require certain expertise in various scientific fields.
- Other services, are services that require certain abilities that prioritize skills in a governance system that is widely known in the business world to complete a job or all work and/or provide services other than Consultancy Services, Contracting and Goods.

## Submission System and Bidding Documents Submission

### Bidding Document Submission Method

The submission method for Bidding Documents must follow the provisions required in the Procurement Documents and the Goods and Services Procurement Work Unit/Procurement Committee at the time of the *aanwijzing* stage, that one of the following 3 (three) methods is used:

#### 1. One Envelope Method

The One-Envelope Method, namely submission of Bid Documents consisting of administrative requirements, technical requirements and price bids included in 1 (one) closed envelope to the Goods and Services Procurement Work Unit/ Procurement Committee.

#### 2. Two Envelope Method

The Two-Envelope Method, namely the submission of Bid Documents consisting of administrative requirements and technical requirements is included in closed envelope I, while the bid price is included in closed envelope II, then envelopes I and II are included in 1 (one) closing envelope.

#### 3. Two Stage Method

The Two-Stage Method, namely the submission of the Bid Documents consisting of administrative requirements and technical requirements is included in a closed envelope I (phase I), while the bid price is included in a closed envelope (stage II), which is submitted in 2 (two) stages separately and at different times. The Two-Stage Method is used for the procurement of high-tech, complex and high-risk goods/services or prioritizing the achievement/ fulfillment of certain performance criteria of the entire system. The selection of the submission system is made based on the consideration of the degree of complexity of the work to be tendered.

The selection of the submission system is made based on the consideration of the degree of complexity of the work to be tendered.

### Document Submission for Bidding

The method of submitting and opening bid documents must follow the requirements specified in the Procurement Document. The conditions for registration, meeting registration requirements, and obtaining the Bidding Documents with post-qualification conditions and the procedure for submitting Bid Documents are as follows:

1. Bidders who are eligible to submit Bid Documents are Goods/Services Providers who have passed

pre-qualification and are listed as invited participants. The submission is done as follows:

a. Direct Submission

- Participants directly submit their bid documents to the bidding document submission location provided by the Goods and Services Procurement Work Unit/Procurement Committee.
- The latest deadline for submitting bid documents to the bid document submission location must comply with the provisions in the Procurement Document, i.e., before the closing time for submitting Bid Documents/Proposals.
- At the end of the document submission deadline, the Goods and Services Procurement Work Unit/Procurement Committee declares the submission of Bid Documents/Proposals closed, rejects late Bid Documents/Proposals, and rejects the addition of Bid Documents/Proposals.
- Bidders must enclose Bid Documents/Proposals in a sealed and glued envelope.
- Only the address of the service user and the name of the work package to be carried out are written on the top left corner of the envelope.
- If the envelope is not glued according to the instructions, the Goods and Services Procurement Work Unit/Procurement Committee is not responsible for the contents of the bid envelope. Failure to glue or errors in writing on the Bid Document envelope do not invalidate the bid.
- If a bidder wishes to withdraw/change/replace/add bid documents that have been submitted to the bid document submission location, this must be done before the closing time for submitting Bid Documents.

b. tendering Document Submission via the Company's Procurement Website <https://procurement.co.id:7348>:

- Bidders submit bid documents (administrative, technical, price) online by uploading bid documents via <https://procurement.co.id:7348>.
  - Bid documents uploaded in PDF format will be encrypted (password) by the e-procurement system, and the password (file certificate) will be sent to the bidder.
  - Bidders are prohibited from providing encryption codes (password/certificate) before the final upload deadline for bid documents.
  - Bid documents that cannot be opened during the bid opening, either due to password errors or damage to the soft copy file sent by the bidder, become the bidder's risk.
  - Before the upload deadline expires, participants can change bid documents (per item required), and the applicable file is the last one uploaded.
  - After the upload deadline expires, the Goods and Services Procurement Work Unit/Procurement Committee requests the encryption code (password/file certificate). The Goods and Services Procurement Work Unit/Procurement Committee may impose a specific time limit for submitting the encryption code (password). If, by the specified time limit, the participant does not provide the encryption code (password) or the provided code is not valid, resulting in the bid being unable to be opened or evaluated, the bid is considered null and void.
2. There are two Bid Evaluation System:
- a. Bid evaluation system for procurement of goods and services, consisting of the knockout system, scoring system, cost assessment system for the economic life;
  - b. Bid evaluation system for consulting services divided into Quality Evaluation System, Quality and Cost Evaluation System, and Lowest Cost Evaluation System.

### Form and type of employment bond

The form of the employment bond consists of proof of purchase of goods, Work Order Letter (SPK), work contracts:

1. Types of employment bond consist of: Lumpsum bond, unit price and volume commitments, lumpsum and unit price combined bond, finished acceptance bond, unit price bonds without a definite order volume, gradual delivery bonds with maximum volume limits, cost plus fee bonds, percentage bond.
2. Guarantees in the procurement of goods and services: In implementing the procurement of goods and services, one must be aware of the risks that may arise, including resignation from the goods and services provider, default, risk of withdrawing advance payments, and other risks.

### Types of Tenders

#### Regular (Open) Tenders, Limited Tenders

The implementation of this method is carried out if the tender value is estimated to be more than 10 billion Rupiah with the following implementation conditions:

1. Prequalification announcement
2. Prequalification documents submission
3. Prequalification documents evaluation
4. Prequalification announcement determination
5. Invitation to collect procurement documents
6. Tender explanation - Bids submission and opening
7. Bid evaluation - Preparation of minutes of tender results
8. Tender winner determination
9. Tender winner announcement
10. Objection from bidders
11. Contract signing
12. Advance payments

#### Direct Selection

The procedure for procuring goods and services using the direct selection method is carried out in the following process:

1. Invitations to providers of goods and services
2. Providing explanation of procurement documents
3. Submission of bids - Opening of bids
4. Evaluation of bids
5. Technical clarification and negotiation
6. Determination of selected goods and services providers
7. Appointment of goods and services providers
8. Contract signing
9. Advance payments

## Compliance with Financing Company Governance Guidelines: Compliance with Financial Services Authority (FSA) Regulation No. 29/ POJK.05/2020 Concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies

In general, the Company, as a financial services institution, has adhered to all regulations issued by the Financial Services Authority (OJK). The company remains committed to making ongoing improvements aimed at creating added value for shareholders and stakeholders. Specifically, regarding the guidelines for implementing Good Corporate Governance (GCG) as stipulated by OJK Regulation No. 29/POJK.05/2020, which amends OJK Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financial Services Companies, the Company is dedicated to developing and applying GCG principles in line with these regulations. The detailed description of its implementation is provided below.

### The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/ POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
Implementation of Good Corporate Governance	√	Company's important information, such as Annual Reports, Financial Statements, etc., is available on the Company's website.
The implementation of Good Corporate Governance aims to: 1. Optimizing the value of the Company for Stakeholders, especially debtors, creditors and/or other Stakeholders; 2. Improving the Company management in a professional, effective and efficient manner; 3. Improving the compliance of the Company Organs and SSB and its subordinates so that in making decisions and carrying out actions based on high ethics, compliance with laws and regulations, and awareness of the Company's social responsibility towards Stakeholders and environmental sustainability; 4. Creating a healthier, more reliable, trustworthy, competitive Company and fulfilling the principles of consumer protection; and 5. Increasing the Comp.	√	In carrying out its business activities, the Company always implements good governance in accordance with these 5 principles, so that the Company's objectives of implementing good governance can be achieved.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>The implementation of the Good Corporate Governance principles is manifested at least in</p> <ol style="list-style-type: none"> <li>1. implementation of the duties and responsibilities of the Board of Directors, Board of Commissioners and DPS;</li> <li>2. the completeness and implementation of the duties of the committees and work units that carry out the internal control function;</li> <li>3. conflict of interest handling;</li> <li>4. implementation of compliance, internal audit and external audit functions;</li> <li>5. implementation of risk management and internal control systems;</li> <li>6. implementation of remuneration policies;</li> <li>7. transparency of financial and non-financial conditions; And 8. business plan.</li> </ol>	√	<ol style="list-style-type: none"> <li>1. The Company has guidelines for the code of conduct for the Board of Commissioners and Directors;</li> <li>2. The Company has charter/guidelines for the Committees to support for the Board of Commissioners;</li> <li>3. The Company already has a good governance policy which contains regulation regarding conflict of interest;</li> <li>4. The Company has the compliance and internal audit functions along with its policies and procedures;</li> <li>5. The Company has a risk management function along with internal policies and controls;</li> <li>6. The remuneration policy is implemented by the Company's Nomination and Remuneration Committee;</li> <li>7. Transparency of financial and non-financial conditions has been implemented by the Company, this is the evident in the Company's website page, which provides financial and nonfinancial information data; and</li> <li>8. The Company has a long-term and short-term plans. Short-term plans are prepared for 1 year in the form of a business plan whose contents in accordance with FSA Regulations.</li> </ol>
<p>In terms of business activities, the Company is required to implement its business activities in a healthy manner and comply with all laws and regulations on the financial services industry which are under the supervision of the FSA.</p>	√	<p>The Company's business activities have been adjusted to the statutory provisions, including FSA Regulations relating to the finance company industry</p>
<p>The Company is required to have adequate operating standards and procedures for all of its business activities as determined by the Board of Directors</p>	√	<p>All of the Company's business and operational activities have policies and procedures set by the Board of Directors.</p>
<p><b>General Meeting of Shareholders</b></p> <p>The Company's GMS must be held in accordance with the provisions of laws and regulations and the Company's articles of association which are transparent and accountable.</p>	√	<p>GMS decisions are based on deliberation and consensus of all shareholders</p>
<p>In making decisions, the GMS must maintain the interests of all parties, especially the interests of debtors, creditors and minority shareholders.</p>	√	<p>The Company's shareholders have passed the fit and proper test as the controlling shareholder</p>

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles		Status	Implementation in the Mandiri Tunas Finance Scope
Shareholders	Every party who is the controlling shareholder of the Company must comply with the fit and proper test requirements. Provisions regarding fit and proper test are regulated by the FSA Regulations regarding fit and proper test.	√	The Company's shareholders have passed the fit and proper test as the controlling shareholder
	The Company's shareholders through the GMS must ensure that the Company is run based on sound financing business practices.	√	The Company runs the GMS as stipulated in the FAS Regulations.
	Shareholders must be committed to the development of the Company's operations.	√	The Company's Shareholders do not interfere with the Company's operational activities as stipulated in the Corporate Laws.
	Company shareholders who serve as members of the Board of Directors, members of the Board of Commissioners, or members of the SSB in the same company must prioritize the interests of the Company.	√	Members of the Company's Board of Directors and Board of Commissioners always prioritize the interests of the Company first and practice the functions of implementation and supervision in accordance with the applicable provisions
	The shareholder of the Company who serves as a member of the Board of Directors, a member of the Board of Commissioners, or a member of the GMS in the same Company must prioritize the interests of the Company.	√	Members of the Company's Board of Directors and Board of Commissioners always prioritize the interests of the Company first and practice the functions of implementation and supervision in accordance with the applicable provisions
Board of Directors	Companies that have assets of more than Rp200,000,000,000.00 must have at least 3 (three) members of the Board of Directors.	√	The Company has 3 (three) Directors.
	All members of the Company's Board of Directors of whose shareholders are: <ul style="list-style-type: none"> <li>Indonesian citizens; and/or</li> <li>Indonesian legal entities owned directly or indirectly by Indonesian citizens,</li> <li>Must be Indonesian citizenship.</li> </ul>	√	The Company's shareholders are Indonesian legal entities that are owned directly or indirectly by Indonesian citizens, so that all members of the Company's Board of Directors are Indonesian citizens.
	Companies that have foreign ownership, either directly or indirectly, must have at least 50% of the members of the Board of Directors who are Indonesian citizens.	X	There is no foreign ownership in the Company.
	Members of the Company's Board of Directors must be domiciled in the territory of the Republic of Indonesia.	√	All members of the Board of Directors are domiciled in Indonesia.
	For members of the Board of Directors with foreign nationality, they are required to have the residence permit and work permit from the competent authority	X	None of members of the Board of Directors are foreign citizens.
	All members of the Company's Board of Directors must have knowledge relevant to their position.	√	All members of the Company's Board of Directors have knowledge relevant to their positions and all members of the Company's Board of Directors have passed the FSA fit and proper test.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>Members of the Company's Board of Directors are prohibited from holding concurrent positions as the Board of Directors in other companies except as members of the Board of Commissioners in a maximum of 3 (three) other companies. It is not considered as concurrent positions if a member of the Board of Directors who is responsible for supervising participation in the subsidiary that has business in the financing sector, carries out functional duties as member of the Board of Commissioners in a subsidiary controlled by the Company, as long as the concurrent positions do not result in the concerned neglecting the implementation of duties and authority as a member of the Company's Board of Directors.</p>	√	<p>Members of the Company's Board of Directors do not hold concurrent positions in other companies.</p>
<p>Each member of the Company's Board of Directors is required to pass a fit and proper test. Provisions regarding the fit and proper test are regulated by the FSA Regulation concerning the fit and proper test.</p>	√	<p>All members of the Board of Directors have passed the fit and proper test according to FSA Regulations.</p>
<p>Members of the Company's Board of Directors must meet the following criteria:</p> <ul style="list-style-type: none"> <li>• able to act in good faith, honestly and professionally;</li> <li>• able to act in the interests of the Company and/or other Stakeholders;</li> <li>• prioritizing the interests of the Company and/or other Stakeholders over personal interests;</li> <li>• able to make decisions based on independent and objectives assessments for the benefit of the Company and its debtors, creditors and/or other Stakeholders; and</li> <li>• able to avoid misuse of his/he authority to obtain undue personal gain or cause harm to the Company.</li> </ul>	√	<p>Members of the Board of Directors have met the criteria determined by FSA.</p>
<p>The Company's Board of Directors of the must:</p> <ul style="list-style-type: none"> <li>• comply with laws and regulations, articles of association, and other internal regulations of the Company in carrying out their duties;</li> <li>• manage the Company in accordance with their authority and responsibility;</li> <li>• be responsible for the implementation of their duties to the GMS;</li> <li>• ensure that the Company pays attention to the interests of all parties, especially the interests of debtors, creditors and/or other intelligence stakeholders;</li> <li>• ensure that information regarding the Company is provided to the Board of Commissioners and SSB in a timely and complete manner; and</li> <li>• assist and provide facilities and/or resources for the smooth implementation of duties and powers of the Company Organs and SSB.</li> </ul>	√	<p>The Company's Board of Directors implements their duties and responsibilities as mandated in the Laws and Articles of Association.</p>

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>The Company is required to have a member of the Board of Directors overseeing the compliance function. The compliance function involves a series of actions or steps to ensure that the policies, regulations, systems, procedures, and business activities carried out by the Company comply with legal regulations. It also ensures the Company's compliance with commitments made to the OJK and/or other relevant supervisory authorities.</p>	√	The compliance function in the Company is led directly by the President Director.
<p>The Company is required to have work units or employees who perform the compliance function. Work units or employees are tasked with assisting the Board of Directors in ensuring compliance with laws and regulations in the financing business sector and other laws and regulations. The work unit or employee in question is responsible to the member of the Board of Directors in charge of the compliance function.</p>	√	The Company has the work unit that performs the compliance function, namely the Corporate Secretary, Legal Compliance & APU PPT Division.
<p>Members of the Company's Board of Directors are prohibited from:</p> <ul style="list-style-type: none"> <li>• conducting transactions that have conflict of interest, with the Company's activities where the member of the Board of Directors serves;</li> <li>• take advantage of his position in the company where the member of the Board of Directors is serving for personal, family and/ or other party interests that may harm or reduce the profits of the Company where the member of the Board of Directors is serving;</li> <li>• taking and/or receiving personal benefits from the Company where the member of the Board of Directors is serving other than the remuneration and facilities determined based on the resolution of the GMS; and</li> <li>• fulfilling requests from shareholders related to the operational activities of the Company where the member of the Board of Directors is serves other than those stipulated in the GMS.</li> </ul>	√	The Company's Board of Directors carries out their duties and responsibilities as stipulated in the laws and regulations and the Company's articles of association.
<p>The Company's Board of Directors are required to hold regular meetings of the Directors at least 1 (one) once in 1 (one) month. The Company's Board of Directors must attend the meeting of the Board of Directors for at least 50% of the total BOD meetings in 1 (one) year period</p>	√	Throughout 2023 the Board of Directors held 51 meetings.
<p>The results of the Board of Directors meeting must be recorded in the minutes of the Board of Directors meeting and properly documented. Dissenting opinions expressed in the resolutions of the Board of Directors meeting must be clearly stated in the minutes of the Board of Directors meeting along with the reasons for the dissenting opinions. Members of the Company's Board of Directors who are present or not present at the Board of Directors meeting are entitled to receive a copy of the minutes of the Board of Directors meeting</p>	√	All meetings of the Board of Directors in 2023 have been documented in the minutes of the Board of Directors meetings with the inclusion of dissenting opinions if any.



**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
The number of Board of Directors meetings that have been held and the number of attendance of each member of the Company's Board of Directors must be included in the report on the implementation of Good Corporate Governance.	√	The Board of Directors meetings have been disclosed in the Good Corporate Governance Report.
The Board of Directors of the Company must guarantee effective, precise and fast decision making and can act independently, not having interests that could interfere with their ability to carry out their duties independently and objectively.	√	The Company's Board of Directors considers all aspects in making decisions.
Board of Commissioners		
Companies that have assets of more than Rp200,000,000,000.00 (two hundred billion Rupiah) must have at least 2 (two) members of the Board of Commissioners. The Company must have at least 1 (one) member of the Board of Commissioners who is domiciled in the territory of the Republic of Indonesia.	√	The Company has 3 (three) members of the Board of Commissioners and one of them is an Independent Commissioner. All of the Company's Commissioners are domiciled in Indonesia.
For members of the Board of Commissioners who are foreign nationals domiciled in the territory of the Republic of Indonesia, they must have: a residence permit; and a work permit from the competent authority	0	The Company does not have the Board of Commissioners who are foreign citizens.
Members of the Company's Board of Commissioners are prohibited from holding concurrent positions as members of the Board of Commissioners in more than 3 (three) other companies. It is not considered as concurrent positions if: <ul style="list-style-type: none"> <li>• non-independent members of the Board of Commissioners carry out the functional duties of the Company's shareholders in the form of legal entities in their business group; and/or</li> <li>• members of the Board of Commissioners hold positions in non-profit organizations or institutions;</li> <li>• as long as the person concerned does not neglect the implementation of duties and responsibilities as member of the Company's Board of Commissioners.</li> </ul>	√	Members of the Board of Commissioners do not hold concurrent positions as members of the Board of Commissioners in other companies.
Members of the Board of Commissioners must meet the requirements of never being a member of the Board of Directors in the same company within the last 6 (six) months.	√	All members of the Board of Commissioners are external parties of the Company and previously were not the members of the Company's Board of Directors.
Each member of the Company's Board of Commissioners is required to pass the fit and proper test. Provisions regarding the fit and proper test are regulated by FSA Regulations regarding fit and proper test.	√	Each member of the Board of Commissioners has had the fit and proper test conducted by FSA.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>The Company's Board of Commissioners must:</p> <ul style="list-style-type: none"> <li>• carry out supervisory duties and provide advice to the Board of Directors;</li> <li>• supervise the Board of Directors in maintaining a balance of interests of all parties;</li> <li>• compile the report on the activities of the Board of Commissioners which is part of the report on the implementation of Good Corporate Governance;</li> <li>• monitor the effectiveness of Governance implementation Good Company;</li> <li>• provide approval in the event that the Sharia Supervisory Board requires the assistance of a committee member whose organizational structure is under the Board of Commissioners; and</li> <li>• ensure that the Board of Directors has followed up on audit findings and recommendations from the Company's internal audit work unit, external auditors, results of FSA supervision</li> </ul>	√	<p>The Board of Commissioners carries out its obligations as mandated in the Laws and the Company's Articles of Association.</p>
<p>Members of the Company's Board of Commissioners are prohibited from:</p> <ul style="list-style-type: none"> <li>• Members of the Company's Board of Commissioners are prohibited from:</li> <li>• conducting transactions that have conflict of interest with the activities of the Company where the member of the Board of Commissioners concerned serves;</li> <li>• taking advantage of his/her position in the Company where the intended member of the Board of Commissioners serves for personal, family and/or other party interests that may harm or reduce the profits of the Company where the said member of the Board of Commissioners serves;</li> <li>• taking and/or accepting personal benefits from the Company where the member of the Board of Commissioners is appointed, other than the remuneration and facilities determined based on the decision of the GMS; and</li> <li>• interfering with the Company's operational activities which are the Board of Directors.</li> </ul>	√	<p>The Board of Commissioners in carrying out their duties and functions is in accordance with the applicable laws and regulations and the Company's Articles of Association.</p>
<p>Members of the Company's Board of Commissioners are entitled to obtain complete and timely information from the Board of Directors regarding the Company</p>	√	<p>The Board of Directors always provides complete and timely information to the Board of Commissioners.</p>

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>Companies with assets of more than Rp200,000,000,000.00 must have at least 1 (one) Independent Commissioner. The Company's Independent Commissioners must meet the following requirements:</p> <ul style="list-style-type: none"> <li>• Has no affiliation with members of the Board of Directors, members of the Board of Commissioners, members of the SSB, or the Company's shareholders, in the same company;</li> <li>• Has never served as a member of the Board of Directors, member of the Board of Commissioners, member of the SSB or held a position 1 (one) level below the Board of Directors in the same company or other companies that have affiliated relationships with the Company within the last 2 (two) years;</li> <li>• Understand the laws and regulations in the field of financing and other relevant laws and regulations;</li> <li>• Have good knowledge of the financial condition of the Company where the Independent Commissioner is appointed;</li> <li>• Have Indonesian citizenship; and</li> <li>• Domiciled in Indonesia.</li> </ul>	√	The Company has an Independent Commissioner and meets the FSA requirements.
Independent Commissioners have the main task of carrying out a supervisory function to voice the interests of debtors, creditors and other stakeholders	√	The duties and functions of the Independent Commissioner are listed in the Board of Commissioners' Charter.
<p>Independent Commissioners are required to report to FSA no later than 10 calendar days after the discovery of:</p> <ul style="list-style-type: none"> <li>• violation of laws and regulations in the field of financing; and/or circumstances or estimates circumstances that can</li> <li>• endanger the continuity of the Company's business</li> </ul>	√	Throughout 2023 the Independent Commissioner found no violations and other matters that endanger the Company.
Companies are prohibited from dismissing Independent Commissioners due to the actions of Independent Commissioners in carrying out their duties.	√	In 2023, the Company dismissed Ravik Karsidi from the position of Independent Commissioner and appointed Fendy Eventius Mugni.
Companies with total assets of more than Rp200,000,000,000.00 are required to form an audit committee, a risk monitoring committee as well as a remuneration and nomination committee. Besides to the above committees, the Board of Commissioners may form other committees to support the implementation of the Board of Commissioners' duties.	√	The Company's Board of Commissioners has an audit committee, a risk monitoring committee and a remuneration and nomination committee in implementing their duties and responsibilities.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>The Company's audit committee must consist of at least:</p> <ul style="list-style-type: none"> <li>• 1 (one) Independent Commissioner serving as chairman;</li> <li>• 1 (one) independent party with expertise in: <ul style="list-style-type: none"> <li>- Audit;</li> <li>- Finance;</li> <li>- Accounting for Financing Companies or Sharia Accounting for Sharia Financing Companies or Financing Companies that have Sharia Business Unit (SBU).</li> </ul> </li> </ul>	√	The structure of the Company's audit committee is in accordance with FSA Regulations
<p>The Audit Committee is required to carry out:</p> <ul style="list-style-type: none"> <li>• Monitoring and evaluating of audit planning and implementation; and</li> <li>• Monitoring the follow-up of audit results in order to assess the adequacy of the financial reporting process</li> </ul>	√	The Company's audit committee has conducted: monitoring and evaluation of audit planning and implementation; and Monitoring the follow-up of audit results in order to assess the adequacy of the financial reporting process
<p>The Implementation that must be carried out by the Audit Committee as above, is at least for:</p> <ul style="list-style-type: none"> <li>• Implementation of duties of the internal audit work unit;</li> <li>• The conformity of audit implementation by a public accounting firm with financial auditing standards;</li> <li>• The conformity of financial reports with financial accounting standards; and</li> <li>• Implementation of follow-ups by the Board of Directors on the findings of the internal audit work unit, public accountants, and FSA supervision results, in order to provide recommendations to the Board of Commissioners</li> </ul>	√	The audit committee has monitored all tasks of the internal audit work unit, the suitability of the audit implementation by the public accounting firm, the conformity of financial statements with financial accounting standards and the implementation of follow-up on the findings of the internal audit work unit, public accountants and other external audits.
<p>Audit Committee is required to provide recommendations regarding the appointment of public accountants and public accounting firm to the Board of Commissioners to be submitted to the GMS</p>	√	The audit committee has provided recommendations on the appointment of public accountants and public accounting firms to the Board of Commissioners.
<p>The Risk Monitoring Committee must consist of at least:</p> <ul style="list-style-type: none"> <li>• 1 (one) Independent Commissioner serving as chairman; and</li> <li>• 1 (one) independent party with expertise in finance and/or management risk of being a member</li> </ul>	√	The structure of the Company's risk monitoring committee complies with FSA Regulations.
<p>The Risk Monitoring Committee must at least:</p> <ul style="list-style-type: none"> <li>• Evaluating the suitability between risk management policies and the implementation of Company policies; and</li> <li>• Monitoring and evaluating the implementation of the duties of the risk management committee and the risk management work unit.</li> </ul>	√	<p>The Company's risk monitoring committee has implemented:</p> <ul style="list-style-type: none"> <li>• Evaluating the suitability between risk management policies and the implementation of Company policies; and</li> <li>• Monitoring and evaluating the implementation of the duties of the risk management committee and the risk management work unit.</li> </ul>

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Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
The remuneration & nomination committee must have at least the following members: <ul style="list-style-type: none"> <li>• 1 (one) Independent Commissioner serving as chairman;</li> <li>• 1 (one) Commissioner;</li> <li>• 1 (one) official with a position level of 1 (one) level below the Board of Directors in charge of human resource management</li> </ul>	√	The structure of the Company's remuneration & nomination committee is in accordance with FSA Regulations.
The remuneration and nomination committee must: <ul style="list-style-type: none"> <li>• conduct evaluations and recommendations related to remuneration policies; And</li> <li>• prepare and provide recommendations regarding nomination policies</li> </ul>	√	The Company's remuneration and nomination committee has carried out: Conducting evaluation and recommendations related to remuneration policy; Developing and providing recommendations related to nomination policy.
Companies that have total assets of up to Rp200,000,000,000.00 must have a function that assists the Board of Commissioners in monitoring and ensuring the effectiveness of the internal control system and the implementation of the internal and external auditors duties by monitoring and evaluating the planning and implementation of audits in order to assess the adequacy of internal controls, including the financial reporting process	√	The Audit Committee is under the supervision of the Company's Board of Commissioners.
The Company's Board of Commissioners must hold a Board of Commissioners meeting at least 1 (one) time in 3 (three) months. Members of the Company's Board of Commissioners must attend at least 75% of the Board of Commissioners' meetings in 1 (one) year period. The results of the Board of Commissioners' meeting must be recorded in the minutes of the Board of Commissioners' meeting and properly documented.	√	Throughout the year 2023, the Board of Commissioners held meetings 6 times.
Dissenting opinions that arise in the resolutions of the Board of Commissioners meeting must be clearly stated in the minutes of the Board of Commissioners meeting along with the reasons for the difference of opinion. Members of the Company's Board of Commissioners who are present or not present at the Board of Commissioners meeting are entitled to receive a copy of the minutes of the Board of Commissioners meeting.	√	The agenda for the Board of Commissioners' meeting is stated in the Minutes of Meeting of the Board of Commissioners.
The number of Board of Commissioners meetings that have been held and the number of attendance of each member of the Board of Commissioners must be included in the report on the Good Corporate Governance implementation	√	The number of meetings has been listed in Good Corporate Governance.
The Company's Board of Commissioners is obliged to ensure effective, appropriate and fast decision making and can act independently in carrying out their duties.	√	The decisions of the Board of Commissioners are independent and professional.
Sharia Supervisory Board	-	The Company does not have the Sharia Supervisory Board.

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Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
Share Ownership Transparency	√	The share ownership of the Board of Directors and the Board of Commissioners is disclosed in the list of shareholders
<p>Members of the Board of Directors and members of the Board of Commissioners must disclose regarding:</p> <ul style="list-style-type: none"> <li>share ownership that reaches 5% (five percent) or more in the Company where the members of the Board of Directors and members of the Board of Commissioners in question serve and/or in other companies domiciled at home and abroad; and</li> <li>financial relationships and family relationships with other members of the Board of Directors, other members of the Board of Commissioners, members of the Sharia Supervisory Board, and/ or shareholders of the Company or business group where the said members of the Board of Directors and members of the Board of Commissioners serve, to the Company where the said members of the Board of Directors and/or members of the Board of Commissioners serve and is included it in the Good Corporate Governance implementation report.</li> </ul>		
external Auditor	√	The appointment of external auditor is in accordance with the recommendations of the Audit Committee
<p>The Company's external auditors must be appointed by GMS of external auditors candidates proposed by the Board of Commissioners based on the recommendation of Audit Committee (if any). The nomination of the external auditor must be accompanied by:</p> <ul style="list-style-type: none"> <li>reasons for nomination and the amount of honorarium or fees proposed for the external auditor; and</li> <li>statement of commitment signed by the external auditor, to be free from the influence of the Board of Directors, Board of Commissioners, SSB and other interested parties in the Company and the willingness to provide information related to the audit results to FSA.</li> </ul>		
<p>Companies are required to provide all accounting records and supporting data for the external auditors so that the external auditors can provide their opinion on the fairness and conformity of the Company's financial statements with the applicable auditing standards</p>	√	The Company is open to providing information and supporting data for external auditors.
Remuneration Practice and Policy	√	The remuneration policy has been regulated by the Nomination and Remuneration Committee.
<p>Companies are required to implement a remuneration policy for members of the Board of Directors, members of the Board of Commissioners, SSB and employees that encourage prudent behavior that is in line with the long-term interests of the Company and fair treatment of debtors, creditors and/or other Stakeholders. The remuneration policy must at least pay attention to:</p> <ul style="list-style-type: none"> <li>financial performance and fulfillment of the Company's obligations as stipulated in the applicable laws and regulations;</li> <li>individual work performance;</li> <li>fairness with the Company and/or equivalent position (peer group); and</li> <li>consideration of the Company's long term goals and strategies</li> </ul>		

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
Financing Governance	<p>Companies are required to develop policies and financing plans as outlined in the Company's annual business plan. The financing policies and plans must:</p> <ul style="list-style-type: none"> <li>• be determined by the Board of Directors; and</li> <li>• be socialized to management and related work units</li> </ul>	<p>√</p> <p>The Company's Business Plan contains a financing plan that has been determined by the Company's Board of Directors and socialized to relevant work functions.</p>
	<p>The Board of Directors is required to make financing decisions professionally and optimize the company's wealth value while ensuring the protection of debtors and the interests of other stakeholders.</p>	<p>√</p> <p>The Company has made business plan every year</p>
	<p>Company must have the work unit or employee who is responsible for:</p> <ul style="list-style-type: none"> <li>• carrying out the marketing function, implementing the know your customer principle, finance analysis, monitoring the quality of financing receivables, billing, handling Debtor complaints;</li> <li>• preparing and implementing standards and operational financing procedures; and</li> <li>• developing and implementing internal control systems and procedures to ensure that the financing process is carried out in accordance with financing policies and strategies, and does not violate laws and regulations. To perform these functions, the Company is required to have employees who have knowledge and experience in the field financing.</li> </ul>	<p>√</p> <p>The Board of Directors makes decisions while considering all aspects</p>
	<p>Companies must express cooperation with other parties in the form of a stamped written agreement. The cooperation with other parties as intended shall comply with the following conditions:</p> <ul style="list-style-type: none"> <li>• the other party is a legal entity;</li> <li>• the other party has a permit from the competent authority; and</li> <li>• the other party has human resources who have obtained professional certification in the field of billing from an institution appointed by the Indonesian finance companies association. The Company is fully responsible for all impacts arising from cooperation with other parties. The Company is required to conduct periodic evaluations of cooperation with parties.</li> </ul>	<p>√</p> <p>Cooperation with third parties is always stated in a written and stamped agreement.</p>
Risk Management and Internal Control	<p>Company are required to implement risk management by identifying, assessing and monitoring business risks effectively. Risk management must be adjusted to the objectives, business policies, size and complexity of the business and the Company's capabilities.</p>	<p>√</p> <p>Risk Management is managed in a separate division</p>

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>The Company's Board of Directors must establish effective and efficient internal controls to provide adequate assurance that business activities are carried out in accordance with business objectives and strategies as well as the articles of association and other internal rules of the Company, and laws and regulations.</p>	√	Internal control is carried out by the Risk Management and Internal Audit Division.
<p>Internal control includes at least the following:</p> <ul style="list-style-type: none"> <li>• disciplined and structured internal control environment within the Company;</li> <li>• business risk assessment and management, namely the process to identify, analyze, assess, and manage business risks;</li> <li>• control activities, namely actions taken in a process of controlling the Company's activities at each level and unit in the Company's organizational structure, including authority, authorization, verification, reconciliation, work performance assessment, division of tasks and security of company assets;</li> <li>• information and communication system, namely the process of presenting reports on operational, financial activities, and compliance with laws and regulations in the field of financing business;</li> <li>• monitoring procedures, namely the process of assessing the quality of the internal control system including the internal audit function at each level and unit of the Company's organizational structure, therefore, it can be implemented optimally; and</li> <li>• reporting mechanism to the Board of Directors with a copy to the Audit Committee, in the event of any deviation from the quality of the internal control system, including the internal audit function at each level and unit of the Company's organizational structure.</li> </ul>	√	The Company's internal control has covered matters as stipulated in the provisions of the Financial Services Authority.



**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>Annual Business Plan</p> <p>Companies are required to prepare an annual business plan. The annual business plan at least includes:</p> <ul style="list-style-type: none"> <li>• executive summary;</li> <li>• evaluation of the implementation of the previous period Business Plan;</li> <li>• vision, mission and business strategy;</li> <li>• Management policies and plans, including:               <ul style="list-style-type: none"> <li>– Business activity plan;</li> <li>– Business development or expansion plan;</li> <li>– Capital plan;</li> <li>– Funding plan;</li> <li>– Development plans and/or changes to office networks or distribution channels;</li> <li>– Organizational development plan, human resources, and/or information technology; And</li> <li>– Planned activities in order to improve financial literacy and inclusion for financing companies.</li> </ul> </li> <li>• projected financial statements and assumptions used;</li> <li>• projection of certain</li> </ul>	√	The Company has prepared an annual business plan.
<p>Companies are required to submit annual business plans to FSA no later than November 30, before the Business Plan year begins</p>	√	The Annual Business Plan has been reported before the specified due date.
<p>Companies are required to submit a semi-annual Business Plan Realization Report to the FSA. Semester Business Plan Realization Report includes:</p> <ul style="list-style-type: none"> <li>• explanation regarding the achievement of the Business Plan;</li> <li>• explanation regarding deviations from the realization of the Business Plan;</li> <li>• follow up on the achievements of the Business Plan;</li> <li>• financial ratios and certain items; and</li> <li>• other information.</li> </ul>	√	The report on the realization of the business plan has been prepared in accordance with the provisions and submitted to FSA within the specified deadline.
<p>Business Plan Realization Report on semi-annual basis to FSA must be submitted no later than 1 month after the end of the relevant semester.</p>	√	The business plan realization report is submitted in accordance with applicable regulations.
<p>Companies are required to submit a semi-annual Business Plan Monitoring Report to the Financial Services Authority. The business plan monitoring report contains at least the Board of Commissioners' assessment regarding:</p> <ul style="list-style-type: none"> <li>• realization of business plans both quantitatively and qualitatively;</li> <li>• factors affecting NBFIs performance; and</li> <li>• efforts to improve NBFIs performance.</li> </ul>	√	The business plan monitoring report has been prepared in accordance with the provisions and submitted to the FSA within the specified time limit.
<p>Reports on the realization of supervision of business plans to FSA must be submitted no later than 1 month after the relevant semester ends.</p>	√	The business plan realization report is submitted in accordance with applicable regulations.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
Information Disclosure	The Company's communication policy and strategy must enable the required information to be provided to FSA in a complete, timely and efficient manner.	√ Communication between the Company and FSA is done through the Corporate Secretary
	Companies are required to have a reliable financial reporting system for monitoring purposes and other Stakeholders	√ Financial reporting has been carried out through the system regulated by the FSA and IDX.
	Companies are required to disclose important matters to the FSA, including at least: <ul style="list-style-type: none"> <li>• pengunduran diri atau pemberhentian auditor eksternal;</li> <li>• transaksi material dengan pihak terkait;</li> <li>• Benturan Kepentingan yang sedang berlangsung dan/atau yang mungkin akan terjadi; dan</li> <li>• informasi material lain mengenai Perusahaan.</li> </ul>	√ The Company conducts information disclosure.
	Disclosure of important matters is stated in the report on the implementation of Good Corporate Governance.	√ It has been included in the Good Corporate Governance Report
Business Ethics	The Board of Directors, Board of Commissioners, Sharia Supervisory Board, and employees of the Company are prohibited from offering or giving anything, either directly or indirectly to other parties, to influence decision making related to financing transactions, in violation of applicable laws and regulations.	√ Listed in the Company Regulations.
	The Board of Directors, Board of Commissioners, Sharia Supervisory Board, and employees of the Company are prohibited from accepting anything for their personal interests in violation of applicable laws and regulations, either directly or indirectly, from anyone, which may affect decision making related to financing transactions.	√ The Board of Directors, Board of Commissioners, Sharia Supervisory Board, and employees of the Company have committed not to accept anything for personal interest as stated in the Employee Integrity Pact.
	The Company shall establish a guideline on ethical behaviour, which contains business ethics values, as a guide for the Company's Organs and all Company employees.	√ Listed in the Company Regulations.

**The Conformity of the GCG Implementation Development in the Scope of Mandiri Tunas Finance with FSA Regulation No. 29/POJK.05/2020 concerning Amendments to FSA Regulation No. 30/POJK.05/2014 on Good Corporate Governance for Financing Companies.**

Contents of Regulations as Compliance Principles	Status	Implementation in the Mandiri Tunas Finance Scope
<p>Reporting</p> <p>The Company has prepared a report on the implementation of Good Corporate Governance at the end of each financial year. The report on the implementation of Good Corporate Governance at least contains:</p> <ul style="list-style-type: none"> <li>• transparency of the implementation of Good Corporate Governance which discloses all aspects of the implementation of the principles of Good Corporate Governance in accordance with the principles of good corporate governance; and</li> <li>• an action plan that includes the necessary corrective actions and completion time as well as obstacles to completion, if there are still deficiencies in the implementation of Good Corporate Governance. The Good Corporate Governance implementation report must be submitted no later than 30 April of the following year.</li> </ul>	√	<p>The Company has prepared a report on the implementation of Good Corporate Governance for OJK.</p>
<p>Sanction</p> <p>The Company that violates the provisions of this Financial Services Authority Regulation shall be subject to administrative sanctions in the form of a written warning. In the event of a company violating the provisions of this Financial Services Authority Regulation, but the violation has been resolved, it will still be subject to administrative sanctions in the form of a self-expiring written warning. In the event that the company has fulfilled the provisions of the Financial Services Authority Regulation, the OJK (Financial Services Authority) will revoke the administrative sanctions in the form of a written warning.</p>	√	<p>The company did not violate the provisions stipulated in the Financial Services Authority Regulation (POJK).</p>
<p>In the event that the Financial Services Authority (OJK) has imposed administrative sanctions, and the company fails to comply with the provisions leading to such administrative sanctions, OJK may:</p> <ul style="list-style-type: none"> <li>• downgrade the risk assessment results or health level of the company, and</li> <li>• reassess the company's key individuals.</li> </ul>	√	<p>Throughout the year 2023, no sanctions were imposed on the Company.</p>

06

**Corporate Social  
and Environmental  
Responsibility**





## Corporate Social and Environmental Responsibility



The Company consistently upholds its commitment to creating a business with positive impacts on stakeholders both in the short and long terms, through the commitment and principles of sustainable financial implementation, supported by a high sustainability culture aimed at ensuring business sustainability with consistent and stable performance through the implementation of economic, social, and environmental values (Economy Social Governance/ESG) as a business strategy.

Information and discussions related to the implementation, formulation of various strategies, approaches, program designs, as well as monitoring and evaluation of the company's social and environmental responsibilities can be found in the Sustainability Report in a separate book but remains an integral part of this Annual Report.

## Basis for TJSI Implementation

The Company's commitment to implementing the TJSI program and Sustainable Financial Action is based on Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. Apart from that, TJSI programs and activities also refer to the Company's Mission which is in line with Environmental, Social and Governance (ESG) aspects. The TJSI program is also carried out based on various regulations, including:

1. Law No. 19 of 2003 concerning State-Owned Enterprises as most recently amended by Law No. 6 of 2023 concerning Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation.
2. Law No. 40 of 2007 concerning Limited Liability Companies as most recently amended by Law No. 6 of 2023 concerning Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 on Job Creation.
3. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
4. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 dated March 3, 2023 concerning Special Assignment and Social and Environmental Responsibility Program for State-Owned Enterprises.

## Scope of TJSI

The Company has formulated priority subjects and issues which are then designed as programs that can ensure sustainability from various aspects, namely economic aspect, environmental aspect and social aspect, hence the Company may grow sustainably, free from corrupt practices, and provide benefits to stakeholders.

## TJSI Principles

The Company continuously conducts various ESG activities based on eight principles of sustainable finance:

1. Investment Principles
2. Sustainable Business Strategy and Practice Principles
3. Social and Environmental Risk Management Principles

4. Governance Principles
5. Informative Communication Principles
6. Inclusive Principles
7. Priority Leading Sector Development Principles
8. Coordination and Collaboration Principles

## TJSI Pillars

MTF has 3 strategic pillars:

1. Growing the captive business segment from Bank Mandiri.
2. Maintain business segments which comes from dealers and partners.
3. Optimize the database to provide added value to customers.

## TJSI Program Strategy

Long Term Strategy Plans and Steps for a 5 (Five) Year Period. The Company's long-term strategic plan will stick to 3 strategic pillars, namely growing the captive business segment originating from Bank Mandiri, maintaining the business segment originating from dealers and partners, and optimizing the database to provide added value for customers.

This strategy is implemented in several stages, namely:

1. Build new foundations through:
  - a. Increasing HR competency to work on new business segments;
  - b. Conduct BPR for each business segment;
  - c. Build system and digital capabilities;
  - d. Build data management & data analytics capabilities to support business.
2. Strengthening the main business focus through:
  - a. Conduct business with a new foundation;
  - b. Evaluate the competencies that have been built;
  - c. Develop digital capabilities for the SME – Wholesales segment.
3. Accelerating business growth through:
  - a. Review the business expansion that has been carried out;
  - b. Increase the expansion of business scope;
  - c. Develop strategy & Corporate Planning 2028-2032.

## TJSL Management Structure

The Company currently does not have an organizational structure that is specifically responsible for managing the implementation of sustainable finance. Managing the implementation of sustainable finance is currently still the collective responsibility of the Board of Directors.

## TJSL Achievement in 2023

As a manifestation of PT Mandiri Tunas Finance's success in implementing various Social Responsibility programs, MTF won award at the TOP CSR Award 2023. In this event, MTF received 2 awards at once where the Company was named the TOP CSR Award 2023 #Stars 4 as well as the President Director of MTF Pinohadi G. Sumardi crowned as TOP Leader on CSR Commitment 2023.

## CSR Highlights in 2023

In 2023, the Company has implemented various CSR activities that benefitting community welfare.

Time	Activity	Description
February 2023	CSR Peduli Tempat Ibadah di Masjid Endah Andansih di Purwakarta CSR	Mandiri Tunas Finance provided assistance by donating carpets for the renewal or renovation of Masjid Andansih located in Purwakarta.
March 2023	CSR Tanam Pohon Bersama Infobank	Mandiri Tunas Finance provided assistance by donating carpets for the renewal or renovation of Masjid Andansih located in Purwakarta.
March 27, 2023	CSR MTF Orphan Assistance and Orphanage Foundation in the Month of Ramadan (Mandiri Amal Insani)	MTF conducted a tree-planting activity in collaboration with Infobank. A total of 10,000 Mangrove trees were successfully planted on Tidung Island, Kepulauan Seribu, Jakarta.
March 29, 2023	MTF Sharing Ramadan Takjil	During the holy month of Ramadan, MTF collaborated with Mandiri Amal Insani to organize the MTF Sharing with Orphaned Children program, which involved providing a cash donation of 25 million Indonesian Rupiah.
April 2023	CSR Ramadan: Sharing with Orphaned Children	During the holy month of Ramadan, MTF organized the MTF Sharing with Orphaned Children program, which involved providing a cash donation of 25 million Indonesian Rupiah to the Al Kahfi Foundation in Central Jakarta
April 28, 2023	CSR Capital Market Study Group (Kelompok Studi Pasar Modal -KSPM) FEB UI	MTF collaborated with the Faculty of Economics and Business, University of Indonesia, to organize a series of events for the Capital Market Study Group (Kelompok Studi Pasar Modal - KSPM) FEB UI. The series of events included webinars, a Capital Market School, Indonesia Stock Trading Competition, and an Investment Outlook.
June 29, 2023	MTF Qurbani on Eid al-Adha	In the 1444 Hijriah Qurban program, MTF sacrificed 1 cow weighing 900 kg located at the Mandiri Amal Insani Mosque. The meat from the sacrificial animal was then distributed to eligible recipients in the Jabodetabek area.
August 11, 2023	CSR Conservation & Forest Restoration Mandiri Group	During the Board Forum event, Mandiri Tunas Finance, together with the Mandiri Group, organized a Conservation and Forest Restoration activity, planting redwood seedlings with all the subsidiaries of Bank Mandiri. Symbolic tree planting was carried out by the MTF Board of Directors, along with all the Directors of Bank Mandiri and all of its subsidiaries. The event took place at the Panbil Nature Reserve, Riau Islands, Batam.



Time	Activity	Description
October 7-8, 2023	ESG Tree Planting with Mandiri Group	During the Mandiri Carnival event, MTF, along with all subsidiaries of Bank Mandiri, distributed 1000 trees to customers located in the East Senayan parking lot.
October 21, 2023	ESG Environmental Care through Tree Planting by MTF	Mandiri Tunas Finance, together with the Mandiri Group, organized a Conservation and Forest Restoration activity, planting 2000 redwood seedlings for all subsidiaries of Bank Mandiri. The event took place at the Panbil Nature Reserve, Riau Islands, Batam.
October 22, 2023	CSR Care for Places of Worship at Masjid As-Salam Batam	Mandiri Tunas Finance provided assistance by donating carpets to Masjid As-Salam located in Batam.
November 23, 2023	Blood Donation MTF 2023	MTF conducted the Blood Donation activity in 2023 in collaboration with the Indonesian Red Cross (PMI) Jakarta Pusat. Located at the MTF Head Office, a total of 100 blood bags were successfully collected.
November 28, 2023	APPI Care Education Achievement Scholarship Program	The Indonesian Financing Company Association (APPI) provides achievement scholarships to Mandiri Tunas Finance employees who are in high school and college.
December 20, 2023	Board of Directors Teaching 2023	MTF conducted the 'Directors Teaching' online activity at Universitas Sebelas Maret (UNS) Surakarta. Students were directly taught by William Francis Indra, the Director of Mandiri Tunas Finance, with the material focusing on the Implementation of Financial Management in Financing Companies.

### Information on Submitting Separate Sustainability Reports

The Company's Sustainability Reports are prepared in accordance with OJK Regulation No. 51/POJK.03/2017 on Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Although it is a separate document, the Sustainability Report is an essential part of this Annual Report, as mandated by OJK Circular Letter No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports for Issuers or Public Companies. The Company presents the Sustainability Report as an integral component of this Annual Report, released concurrently with the Annual Report.

# 07

## Financial Statements





**PT MARETHI KUMAR FINANCE**

**Laporan Keuangan**

**tanggal 31 Desember 2023**

**dan untuk tahun yang berakhir pada tanggal tersebut  
berserta laporan auditor independen**

**Financial statements as of 31 December 2023 and  
for the year then ended**

**with independent auditor's report**

**KEBIJAKAN KEPATUNJUKAN TERHADAP LEMBARAN  
TUNTANG TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN  
TANGGAL 31 DESEMBER 2023  
DAMUUNTUK TAHUN YANG BERAKHIR PADA  
TANGGAL TERSEBUT  
PT MANDIRI TUNAS FINANCE**

**BOARD OF DIRECTORS' STATEMENT  
RESPONSE  
THE ACCOUNTS BY FOR  
THE FINANCIAL STATEMENTS  
AS OF 31 DECEMBER 2023 AND  
FOR THE YEAR THEN CALLED  
PT MANDIRI TUNAS FINANCE**

Kami yang beranda tangguh dibawah ini

We are undersigned below

1. Nama Nama dan Jabatan	Friedrich C. Gurnani, Deputy Chairman/Deputy CEO, PT Mandiri Tunas Finance	Type Office address
Alamat dan alamat elektronik/KTP	Jl. Selatik 1-3, Kuningas, Kota Jakarta Barat, DKI Jakarta	Domestic address or address according to ID
Nomor telepon pribadi	021-2535209	Telephone number Toll
2. Nama Nama dan Jabatan	R. Eryani Nuraini, Deputy Chairman/Deputy CEO, PT Mandiri Tunas Finance	Type Office address
Alamat dan alamat elektronik/KTP	Jl. Hutan Kelapa No. 107, Klender, Jakarta Timur, DKI Jakarta	Domestic address or address according to ID
Nomor telepon pribadi	021-2535209	Telephone number Toll

Menyatakan bahwa

declare that

- |   |   |
|---|---|
| 1. Kami telah mengawasi proses penyusunan dan<br>pengujian laporan keuangan PT Mandiri Tunas<br>Finance;  | 1. We are responsible for the preparation and<br>verification of the financial statements of<br>PT Mandiri Tunas Finance;   |
| 2. Laporan keuangan PT Mandiri Tunas Finance telah<br>dibuat dan disiapkan sesuai dengan Standar<br>Akuntansi Keuangan internasional;   | 2. The financial statements of PT Mandiri Tunas<br>Finance have been prepared and audited in<br>accordance with International Financial Accounting<br>Standards;  |
| 3. a. Semua informasi dalam laporan keuangan PT<br>Mandiri Tunas Finance telah dibuat secara<br>tepat dan benar; dan<br>b. Laporan keuangan PT Mandiri Tunas Finance<br>tidak mengandung informasi yang menyesatkan<br>yang tidak dapat dan tidak dapat diabaikan<br>informasi atau fakta material; | 3. a. All information in the financial statements of PT<br>Mandiri Tunas Finance were made fully<br>disclosed in a complete and accurate manner,<br>and<br>b. The financial statements of PT Mandiri Tunas<br>Finance do not contain any misleading information<br>or material fact which may lead any information<br>or material fact; |
| 4. Kami bertanggung jawab atas risiko pengendalian<br>internal dalam PT Mandiri Tunas Finance   | 4. We are responsible for the internal control system<br>of PT Mandiri Tunas Finance  |

Dengan pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, 22 January 2024 Jakarta, 22 January 2024

 <b>Friedrich C. Gurnani</b> Deputy Chairman/Deputy CEO	 <b>R. Eryani Nuraini</b> Deputy Chairman/Deputy CEO
--	--

The articles attached herewith, including amendments thereto, are hereby approved and adopted by the Board of Directors.

BY: **MANOJ KUMAR GUPTA**  
 Director  
 TAMILNADU STATE ELECTRICITY BOARD  
 CHENNAI  
 15/05/2024

BY: **MANOJ KUMAR GUPTA**  
 Director  
 TAMILNADU STATE ELECTRICITY BOARD  
 CHENNAI  
 15/05/2024

DATE: 15/05/2024

DATE: 15/05/2024

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3. <b>Amendment to Memorandum and Articles of Association</b>	2	Minutes of Board Meeting
<b>Amendment to Memorandum and Articles of Association</b>	+	Minutes of Board Meeting
<b>Amendment to Memorandum and Articles of Association</b>	1.2	Minutes of Board Meeting
<b>Amendment to Memorandum and Articles of Association</b>	2	Minutes of Board Meeting



# Purwantono, Sungkoro & Surja

Accounting & Tax Consultant  
Jalan G. P. Hoesni  
Jl. Jend. Sudirman No. 100  
Jakarta 12121, Indonesia

Phone: +62 21 6261 1000  
Fax: +62 21 6261 1100  
www.pss.com

PERINGATAN KEPADA SAHABAT SAHABAT LAINNYA  
PENTING

1. Laporan keuangan tidak teraudit

Jakarta, tanggal dua puluh tiga Mei 2024

1. Laporan No. 0000000/01/2024/011/000/1000-  
1/1/1/0000

Atas Laporan No. 0000000/01/2024/011/000/1000-  
1/1/1/0000

Perusahaan Keuangan, Peranan Kreditur, dan Pihak di

Perusahaan Keuangan dan Pihak di  
Perusahaan dan Pihak di

PT Mandiri Finans Finance

PT Mandiri Finans Finance

Opini

Opini

Kami telah meninjau Laporan Keuangan PT Mandiri Finans Finance ("Perusahaan") termasuk, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2023 serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan. Informasi tambahan terdapat dalam laporan ini.

We have audited the accompanying financial statements of PT Mandiri Finans Finance ("Company"), which comprise the statement of financial position as of 31 December 2023, and the statements of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and notes to the financial statements, including such other explanatory information.

Menurut opini kami, laporan keuangan tersebut menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan tanggal 31 Desember 2023, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sebagaimana terdapat dalam laporan keuangan tersebut.

In our opinion, the accompanying financial statements present fairly, in all material aspects, the financial position of the Company as of 31 December 2023 and its financial performance and cash flows for the year then ended, as presented with the financial statements and explanatory information.



Laporan / Part of the Independent Dispute of

Laporan No. 00026/2024/ALL/1/05/1001-  
1/1/02/004/Anj.1/01

Ulasan opini

Kami melakukan audit berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI") menggunakan kerangka acuan standar berbasis prinsip yang terdapat dalam paragraf Tanggung Jawab Auditor terhadap hasil dan Laporan Keuangan pada laporan kami. Kami independen terhadap Perusahaan berdasarkan ketentuan yang ada dalam peraturan audit keuangan Indonesia, dan kami telah mematuhi tanggung jawab yang harus kami pertanggungjawabkan berdasarkan Standar Pelayanan Profesi yang telah kami penuhi untuk setiap dan setiap waktu yang diperlukan untuk kami bagi opini kami.

Hal audit utama

Hal audit utama adalah hal-hal yang memiliki pengaruh signifikan terhadap pencapaian atau tidak tercapainya tujuan keuangan periode ini. Hal audit utama tersebut dapat dibahas dalam bagian-bagian dari laporan keuangan secara keseluruhan dan dalam rincian-rincian opini kami berdasarkan hal-hal tersebut yang dibahas sebagai hal audit utama kami. Untuk hal audit utama di bawah ini, prosedur kami meliputi pengujian audit kami mengenai hal tersebut yang dibahas dalam bagian-bagian tersebut.

Kami telah mematuhi tanggung jawab yang diberikan dalam paragraf Tanggung Jawab Auditor terhadap hasil dan Laporan Keuangan pada laporan kami, termasuk selubungannya dengan hal audit utama yang dijelaskan di bawah ini, oleh karena itu, kami telah mematuhi tujuan kami sebagai perusahaan yang bertanggung jawab untuk mematuhi standar kami dan, dalam melakukan tanggung jawab kami dan tujuan keuangan tersebut. Hal tersebut adalah kami, termasuk anggota yang di sebutkan untuk mematuhi hal audit utama di bawah ini, mematuhi dasar bagi opini kami dan laporan kami akan berdasar.

Independent Audit for the 2024 Financials

Report No. 00026/2024/ALL/1/05/1000  
1/1/02/004/Financials

Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("ICPA") and our responsibility under those standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements paragraph of our report. We are independent of the Company in accordance with the ethical requirements relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance to our audit of the financial statements of the current period. Our key audit matters were determined in the context of our audit of the financial statements taken as a whole and in forming our audit opinion thereon, and we do not provide a separate audit opinion on each key audit matter. For the key audit matter below, our description of the issue, audit objectives, and approach used for a period of such a matter.

We have fulfilled our responsibility under the Auditor's Responsibility for the Audit of the Financial Statements paragraph of our report, including in relation to the key audit matter described below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement at the reporting entity based on the financials. The results of our audit procedures, including the procedures performed on the key audit matter below, provide the basis for our opinion on the accompanying financial statements.





## The related credit losses credit loss allowance

Laporan Audit atas laporan laba rugi

Laporan No 000099/2024/2111/1/194/1000-1/1/1/2024 (laporan)

Salah satu kegiatan perusahaan yaitu akan adanya penyediaan kas secara, kegiatan serta penyediaan aset yang sedang berjalan penyediaan

Pergerakan dari audit

Signifikansi dan risiko adalah di, dan tidak laporan keuangan, akan menjadi akan adanya pembayar dan konsumen, jika yang akan pembayar, akan diyang dan cadangan kerugian perusahaan di al-bertanya adalah jika akan ada laporan keuangan Perusahaan terlampir. Pada tanggal 31 Desember 2023, nilai cadangan kerugian perusahaan ini akan adanya penyediaan kas secara, kegiatan serta penyediaan aset yang sedang berjalan sebagai informasi H44,7 juta, H44,7 juta, dan H44,7 juta dimana kebijakan akuntansi terkait dan cadangan kerugian perusahaan, nilai aset keuangan dirumahnya dalam Catatan 2 dalam laporan keuangan terlampir.

Perubahan cadangan kerugian perusahaan nilai akan kerugian karena di atas, menunjukkan perkembangan dan risiko ketidakpastian risiko tersebut perusahaan untuk untuk menghitung cadangan kerugian perusahaan ini. Identifikasi risiko kredit yang terungkap perusahaan kualitas kredit yang signifikan dan perubahan awal yang digunakan dalam model perhitungan cadangan kerugian perusahaan ini. Pergerakan Risiko dan risiko tersebut akan diungkap

Hal ini akan diungkap sebagai perusahaan merupakan salah satu perusahaan, kegiatan serta penyediaan aset yang akan adanya penyediaan aset pembayar dan signifikan dari manajemen dan nilai tercatat yang signifikan, maka ini adalah hal yang signifikan.

Pergerakan dari Audit atas laporan laba rugi

Laporan No 000099/2024/2111/1/194/1000-1/1/1/2024 (laporan)

Salah satu kegiatan perusahaan yaitu akan adanya penyediaan kas secara, kegiatan serta penyediaan aset yang sedang berjalan penyediaan

Pergerakan dari audit

The related credit losses credit loss allowance is the accompanying financial statements. The carrying value of consumer financing receivable, finance lease receivable, banking receivable and the related allowance are significant to the Company's accompanying financial statements. As of December 31, 2023, the amounts of allowance for impairment losses for consumer financing receivable, lease receivable and banking receivable are H44,7 million, H44,7 million, and H44,7 million, respectively. The related accounting policy information of allowance for impaired losses of financial assets are disclosed in Note 2 to the accompanying financial statements.

Identification of allowance for impairment losses of the aforementioned financial assets requires judgment and subject to estimation uncertainty which includes determining the credit risk of allowance for impairment losses. Identification of credit exposure with significant deterioration in credit quality, and deteriorating assumptions used in the allowance for impaired losses calculation model. Accounting Risk and risk of the company is as follows:

However, the identification of allowance for impairment losses on consumer financing receivable, finance lease receivable and banking receivable involves significant judgment and criteria from the management and the carrying amount are significant if it is significant for us.



**Penilaian kami berlaku untuk seluruh laporan keuangan**

Laporan Keuangan Berjangka (LKB) 2023

Keperluan Audit dan Laporan Berjangka (KLAB)

Laporan No. 000000/01100/0111/000/1000-1/1/0/000 (LKB) 2023

Laporan No. 000000/01100/0111/000/1000-1/1/0/000 (KLAB)

Uraian mengenai pelaksanaan audit atas laporan keuangan ini adalah sebagai berikut. Kami telah melaksanakan pemeriksaan, menilai metodologi pengukuran impairment di atas aset keuangan valian untuk peninjauan laporan keuangan ini, untuk itu kami, dan dari menilai kemajuan kita untuk yang diharapkan oleh Perusahaan dalam menghadapi cadangan kerugian penurunan nilai. Kami menilai juga bahwa kualitas kredit portofolio aset keuangan ini dan tingkat kualitas yang diukur oleh Perusahaan untuk tingkat peninjauan keuangan, tingkat nilai peninjauan dan tingkat peninjauan. Kami menambahkan peninjauan bahwa tingkat kualitas aset keuangan ini yang dapat dilakukan untuk menilai kemajuan dan penyediaan informasi yang dapat, untuk nilai keuangan ini, dan bahwa secara probabilitas berbeda untuk tingkat peninjauan ini dan peninjauan.

Uraian mengenai pelaksanaan audit atas laporan keuangan ini adalah sebagai berikut. Kami telah melaksanakan pemeriksaan, menilai metodologi pengukuran impairment di atas aset keuangan valian untuk peninjauan laporan keuangan ini, untuk itu kami, dan dari menilai kemajuan kita untuk yang diharapkan oleh Perusahaan dalam menghadapi cadangan kerugian penurunan nilai. Kami menilai juga bahwa kualitas kredit portofolio aset keuangan ini dan tingkat kualitas yang diukur oleh Perusahaan untuk tingkat peninjauan keuangan, tingkat nilai peninjauan dan tingkat peninjauan. Kami menambahkan peninjauan bahwa tingkat kualitas aset keuangan ini yang dapat dilakukan untuk menilai kemajuan dan penyediaan informasi yang dapat, untuk nilai keuangan ini, dan bahwa secara probabilitas berbeda untuk tingkat peninjauan ini dan peninjauan.

**Penilaian kami**

**Aspek lainnya**

Kami menilai bahwa secara umum proses perencanaan, pelaksanaan, dan penyempurnaan prosedur peninjauan keuangan ini, dengan cara peninjauan dan penilaian kami. Kami telah melaksanakan pemeriksaan, menilai metodologi pengukuran impairment di atas aset keuangan valian untuk peninjauan laporan keuangan ini, untuk itu kami, dan dari menilai kemajuan kita untuk yang diharapkan oleh Perusahaan dalam menghadapi cadangan kerugian penurunan nilai. Kami menilai juga bahwa kualitas kredit portofolio aset keuangan ini dan tingkat kualitas yang diukur oleh Perusahaan untuk tingkat peninjauan keuangan, tingkat nilai peninjauan dan tingkat peninjauan. Kami menambahkan peninjauan bahwa tingkat kualitas aset keuangan ini yang dapat dilakukan untuk menilai kemajuan dan penyediaan informasi yang dapat, untuk nilai keuangan ini, dan bahwa secara probabilitas berbeda untuk tingkat peninjauan ini dan peninjauan.

We tested the key controls over the process of recognition, recording, and measurement of the consumer financing receivable. Finance lease receivable and factoring receivable are obtained understanding and assessed impairment measurement methodology, and related allowance for impairment based on model inputs. Data and assessed measurement of impairment used by the Company is calculated the allowance for impaired items. We tested the classification of the receivable and quality of loan portfolio in accordance with the criteria developed by the Company for consumer financing receivable, finance lease receivable and factoring receivable. We compared the Allowance requirement with the current requirement and the recent lower occurred in the portfolio, and assessed measurement of financial asset adjustment, macroeconomic factor analysis, and probability weighted multiple scenarios for consumer financing receivable, finance lease receivable and factoring receivable.

Kami menilai apakah pengungkapan di laporan keuangan cukup dan secara memadai menunjukkan tingkat keandalan informasi nilai kami. Kami menambahkan pada akhir laporan kami untuk membantu kami dalam melakukan peninjauan ini dan, untuk kualitas laporan ini dan peninjauan.

We assessed whether the Disclosures statements differences are adequately and appropriately reflecting the Company's requirements and risks. We considered the quality of the data used and/or the performance of the above procedures when these specific risks are assessed.

**Informasi lain**

**Other Information**

Mari kami sampaikan bahwa laporan ini, termasuk informasi lain yang disajikan dalam Laporan Tahunan 2023 ("Laporan Tahunan") dan Laporan Berjangka Berjangka dan Laporan Audit Independen kami Laporan Tahunan diterbitkan oleh badan berbadan hukum untuk tujuan audit independen kami. Kami menambahkan peninjauan bahwa tingkat peninjauan ini dan peninjauan.

Management is responsible for the other information. Other information comprises the information included in the Annual Report 2023 (the Annual Report) other than the accompanying financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to or for the date of this independent auditor's report.



**The critical word includes what is the corporate answer**

**Laporan Audit dan tanggung jawab (Laporan)**

Laporan No 000000/011000/011 000/1000-1/1/0/000 (Laporan)

Diadanya tanggung jawab perusahaan untuk dapat menghasilkan informasi keuangan, proses, serta penyediaan data untuk proses produksi perusahaan (Laporan)

**Peran dan tanggung jawab**

Peran audit dalam laporan keuangan (Laporan) tidak akan dapat diabaikan dalam proses ini. Hal ini tidak hanya berkaitan dengan kemampuan sebagai Laporan Tahunan (Laporan)

Menentukan apakah audit harus dilakukan, laporan keuangan (Laporan) yang dapat menjadi salah satu untuk membaca Laporan Tahunan (Laporan) dan dalam hal ini, laporan ini merupakan bagian dari Laporan Tahunan (Laporan) yang dapat memberikan informasi yang lebih lanjut tentang perusahaan.

Ketika kita membaca Laporan Tahunan, (Laporan) yang dapat memberikan informasi yang lebih lanjut tentang perusahaan, maka kita akan melihat bahwa tanggung jawab ini tidak hanya berkaitan dengan laporan keuangan, tetapi juga berkaitan dengan laporan keuangan lainnya yang dapat memberikan informasi yang lebih lanjut tentang perusahaan.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas laba bersih (Laporan) dan keuntungan (Laporan)

Manajemen bertanggung jawab atas penyusunan dan pengungkapan laporan keuangan (Laporan) yang dapat memberikan informasi yang lebih lanjut tentang perusahaan, dan ini merupakan salah satu yang dianggap perlu oleh manajemen untuk bertanggung jawab atas penyusunan laporan keuangan yang dapat memberikan informasi yang lebih lanjut tentang perusahaan.

**Laporan dan tanggung jawab (Laporan)**

Laporan No 000000/011000/011 000/1000-1/1/0/000 (Laporan)

Diadanya tanggung jawab perusahaan untuk dapat menghasilkan informasi keuangan, proses, serta penyediaan data untuk proses produksi perusahaan (Laporan)

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**The United States Institute of Certified Public Accountants**

Laporan Audit atas laporan keuangan (Company)

Laporan No. 000074/01/11-01/2011/1/0001/0001/1/1/01/0001 (Company)

Laporan yang disampaikan dan dibuat yang bertanggung jawab atas data tidak berlaku terhadap Laporan Keuangan (Company)

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Perusahaan dalam tetap قابل untuk melaksanakan kewajiban keuangan jangka panjang, dan untuk mengungkapkan ketidakpastian, jika ada, yang berkaitan dengan kemampuan untuk melakukan kewajiban keuangan jangka panjang. Manajemen dapat melakukan prosedur dan mengungkapkan apa yang akan lebih mungkin bertahan yang risiko akan sangat signifikan dan tipe.

Pihak yang bertanggung jawab atas data tidak bertanggung jawab untuk menegakkan proses pelaksanaan laporan Perusahaan.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Laporan ini adalah untuk mematuhi laporan ini yang akan berlaku sebagai laporan keuangan. Kami bertanggung jawab atas ketepatan dan kelengkapan informasi material, baik yang disediakan oleh manajemen maupun manajemen, dan untuk memastikan laporan auditor tidak akan memuat informasi yang tidak lengkap, menyesatkan, atau ambigu. Kami bertanggung jawab untuk memastikan bahwa laporan ini tidak mengandung informasi yang tidak lengkap atau menyesatkan, baik secara individual maupun agregat. Kami bertanggung jawab untuk memastikan bahwa laporan ini tidak mengandung informasi yang tidak lengkap, menyesatkan, atau ambigu. Kami bertanggung jawab untuk memastikan bahwa laporan ini tidak mengandung informasi yang tidak lengkap, menyesatkan, atau ambigu. Kami bertanggung jawab untuk memastikan bahwa laporan ini tidak mengandung informasi yang tidak lengkap, menyesatkan, atau ambigu.

Untuk lebih detail, lihat bagian 1.01 (Company)

Mayoral No. 000074/01/11-01/2011/1/0001/0001/1/1/01/0001/0001 (Company)

Manajemen dan pengawasan dan pengawasan bertanggung jawab atas pelaksanaan dan pengawasan pelaksanaan (Company)

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless management intends to liquidate the Company or to cease operations, or has no other alternative financial reporting method.

Thus changes with governments are responsible for overseeing the Company's financial reporting process.

Auditor's responsibility for the audit of the financial statements

The objectives of the audit are to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it does not guarantee that we will conclude an accordance with standards on whether misstatements in the financial statements are either from fraud or error and are considered material. If, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

**The critical audit matters were both the balance sheet**

Laporan Audit atas laporan keuangan (Laporan)

Laporan No. 0000000/2016/0111/1/100/1000-1/1/1/2016 (Laporan)

Lampiran pada audit kelompok audit dan laporan keuangan (Lampiran)

Salah satu aspek dari audit adalah keterbatasan Standar Audit yang ditetapkan oleh IAI, hasil pemeriksaan partisipasi profesional dan representasi kemampuan profesional dalam audit. Kami juga:

- Mengetahui bahwa proses audit melibatkan prosedur audit dalam laporan keuangan, baik yang dilakukan oleh manajemen maupun kami, termasuk metode dan keterbatasan prosedur audit yang digunakan dalam prosedur tersebut, serta memahami bahwa audit yang dilakukan dapat untuk memastikan bahwa hasil opini kami. Risiko tidak keterbatasan suatu kemampuan penyajian materi yang disebabkan oleh kemampuan tidak lengkap dan yang tidak dapat dilakukan, keterbatasan anggaran audit, keterbatasan waktu, prosedur, pengalihan sumber tenaga, anggaran audit, dan prosedur dan prosedur internal.
- Mengetahui bahwa prosedur audit yang menggunakan internal yang relevan dengan audit tidak melibatkan prosedur audit yang dapat secara langsung keterbatasan, tetapi bukan untuk tujuan memastikan opini atas keterbatasan, pengendalian internal Perusahaan.
- Mengevaluasi keterbatasan keterbatasan internal yang digunakan untuk memastikan internal dan pengungkapan terkait yang diungkapkan manajemen.

both year end financial statements

Report No. 0000000/2016/0111/1/100/1000-1/1/1/2016 (Lampiran)

Attachment to audit group audit and financial statements (Attachment)

The performance of an audit under ISA includes an audit conducted by the CPA, an audit professional judgment and includes professional judgment throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



**The related work includes work with the following  
Account**

Laporan Audit atas laporan keuangan (Laporan)

Work product of Auditor's Report (Annual report)

Laporan No. 0000000/01100/0111/000/1000-  
1/1/0/000 (Laporan)

Report No. 0000000/01100/0111/000/1000-  
1/1/0/000 (Annual report)

Tanggung jawab auditor terhadap audit atas  
laporan keuangan (Tanggung)

Auditor's responsibility for the audit of the  
financial statements (Annual)

Sebagai bagian dari suatu audit berdasarkan  
Standar Audit yang ditetapkan oleh IAI, kami  
memeriksa pertimbangan profesional dan  
memeriksa dan melaporkan profesional tentang  
audit. Kami juga (Laporan)

As part of an audit in accordance with Standards  
on Auditing established by the IAI, we conduct  
professional judgment and conduct professional  
judgments throughout the audit. We also  
(Annual)

- Menentukan kriteria perencanaan baik  
dalam hal kemampuan untuk  
menyusun dan melaksanakan audit yang  
efektif, untuk tingkat risiko  
keberhasilan internal yang tidak dengan  
pendekatan atau kriteria yang dapat  
menyebabkan kerugian signifikan atau  
keuntungan Perusahaan untuk  
meningkatkan keberuntungan usahanya.  
Ketika kami menyimpulkan bahwa tidak  
adanya ketidak wajarannya, kami berfokus  
untuk memeriksa dalam laporan, maka  
independen kami ke perusahaan tidak  
dalam kasus kemampuan atau, jika  
perusahaan internal tidak memadai,  
memodifikasi opini kami. Ketika kami  
diyakini pada bukti audit yang diperoleh  
hingga tingkat laporan auditor independen  
kami. Namun, penting bagi kami untuk  
dalam hal ini memastikan Perusahaan tidak  
dapat melaksanakan keberuntungan  
usaha.

- Conclude on the appropriateness of  
management's internal financial controls  
of accounting and, based on the audit  
evidence obtained, whether a material  
weakness exists which is likely to result in  
conditions that may cause doubt about  
the Company's ability to continue as a going  
concern. If we conclude that a material  
weakness exists, we are required to draw  
attention in our independent auditor's report  
to the related disclosure in the financial  
statements, if such disclosures are  
adequate, to enable our opinion. Our  
conclusion is based on the audit evidence  
obtained up to the date of our independent  
auditor's report. However, future events or  
conditions may cause the Company to cease  
to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi  
laporan keuangan secara keseluruhan,  
termasuk pengungkapan, dan apakah  
laporan keuangan secara keseluruhan  
penyajian yang sesuai dengan risiko  
atau pengungkapan yang

- Evaluate the overall presentation, structure,  
and content of the financial statements,  
including the disclosures, and whether the  
disclosures adequately present the underlying  
transactions and events in a manner that  
allows for presentation

Menyampaikan kepada pihak yang  
bertanggung jawab atas data bahwa kami  
tidak bisa, atau hanya bisa, yang  
diperoleh dari audit untuk laporan audit  
signifikan, termasuk tetapi tidak terbatas  
dalam pengungkapan internal yang tidak wajar  
dalam laporan keuangan.

We communicate with those charged with  
governance regarding, among other matters, the  
planned scope and timing of the audit and  
significant audit findings, including any  
significant deficiencies or internal control that we  
identify during our audit.

Laporan Keuangan Terapan dan Keuangan

Laporan No. 1400W/2020/FAU/100/2000  
12/1/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas  
keuangan keuangan (lanjutan)

Perjanjian ini dibuat atas permintaan khusus klien yang bertanggung jawab atas data bahwa kami telah meninjau laporan keuangan yang dibuat mengenai informasi yang disajikan mengenai laporan keuangan, serta bahwa kami telah melakukan pemeriksaan independen kami. Kami akan tidak bertanggung jawab.

Dasar legal yang diberlakukan khusus oleh klien bertanggung jawab atas data bahwa kami akan melakukan audit independen yang selaras dengan standar audit keuangan periode ini. Kami akan bertanggung jawab atas audit kami. Kami akan tidak bertanggung jawab atas kesalahan yang disebabkan oleh klien dan kesalahan yang disebabkan oleh klien yang bertanggung jawab atas data bahwa kami akan melakukan pemeriksaan independen kami. Kami akan bertanggung jawab atas audit kami. Kami akan tidak bertanggung jawab atas kesalahan yang disebabkan oleh klien dan kesalahan yang disebabkan oleh klien yang bertanggung jawab atas data bahwa kami akan melakukan pemeriksaan independen kami.

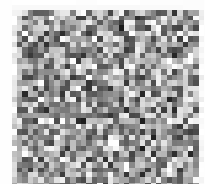
KAP Purwaningsi, Saugrono & Sarja



Gani Setiadi Harjanto, CPA

KNOR 2004/2019/PAU/FAU/100/2000 (Public Accountant Registration No. 47/1000)

22 Januari 2024/January 22, 2024



STATE OF CALIFORNIA  
 DEPARTMENT OF POLITICAL CAMPAIN  
 REPORT 31 December 2022  
 (All figures shown in US Dollars,  
 unless otherwise noted)

FINANCIAL STATEMENTS  
 STATEMENT OF POLITICAL CONTRIBUTION  
 AS OF 31 DECEMBER 2022  
 (EXPANDED AS REQUESTED BY STATE,  
 unless otherwise noted)

	Calendar Year	12 Months December 2022	12 Months December 2021	Notes
<b>NET</b>				<b>ASSETS</b>
Net cash and cash equivalents	\$1.2M	\$1.2M	\$1.0M	Cash and cash equivalents
Accounts receivable		1.0M	1.0M	Accounts receivable
Prepaid expenses	\$1.0M	\$1.0M	\$1.0M	Prepaid expenses
Other assets	\$0.0M	\$0.0M	\$0.0M	Other assets
		<u>\$2.2M</u>	<u>\$2.0M</u>	
Liabilities				
Accounts payable	\$0.0M	\$0.0M	\$0.0M	Accounts payable
Other liabilities	\$0.0M	\$0.0M	\$0.0M	Other liabilities
		<u>\$0.0M</u>	<u>\$0.0M</u>	
		<u>\$2.2M</u>	<u>\$2.0M</u>	
Net assets				
Net cash and cash equivalents	\$1.2M	\$1.2M	\$1.0M	Net cash and cash equivalents
Other assets	\$0.0M	\$0.0M	\$0.0M	Other assets
		<u>\$1.2M</u>	<u>\$1.0M</u>	
Liabilities				
Accounts payable	\$0.0M	\$0.0M	\$0.0M	Accounts payable
Other liabilities	\$0.0M	\$0.0M	\$0.0M	Other liabilities
		<u>\$0.0M</u>	<u>\$0.0M</u>	
		<u>\$1.2M</u>	<u>\$1.0M</u>	
Net assets				
Net cash and cash equivalents	\$1.2M	\$1.2M	\$1.0M	Net cash and cash equivalents
Other assets	\$0.0M	\$0.0M	\$0.0M	Other assets
		<u>\$1.2M</u>	<u>\$1.0M</u>	

I hereby certify that the information provided herein is true and correct to the best of my knowledge and belief.

I have reviewed these financial statements and the notes thereto and believe that they present a true and fair view of the financial position and performance of the State of California.





The order of financial statements is based on the order in which they are prepared.

**PERUSAHAAN PUBLIK BERKAWAL SAMA**  
**PT. TELKOM INDONESIA Tbk dan Anak Perusahaannya**  
**KELOMPOK PT. TELKOM**

Laporan Tahunan yang Berakhir pada Tanggal  
 31 Desember 2020

(Di susun dalam bahasa Inggris, tetapi  
 tidak mengikat secara hukum)

**THE ORDER OF FINANCIAL STATEMENTS**  
**IS BASED ON THE ORDER IN WHICH**  
**THEY ARE PREPARED**

(Prepared in English,  
 but not legally binding)

(Prepared in English of English,  
 unless otherwise stated)

	Unit Rupiah	Laporan yang Berakhir pada Tanggal 31 Desember Berakhir di Desember		
		2020	2019	
<b>ASSET</b>				<b>ASSET</b>
Current assets	1,000,000	1,000,000	1,000,000	Current assets
Non-current assets	1,000,000	1,000,000	1,000,000	Non-current assets
<b>LIABILITY</b>				<b>LIABILITY</b>
Current liabilities	1,000,000	1,000,000	1,000,000	Current liabilities
Non-current liabilities	1,000,000	1,000,000	1,000,000	Non-current liabilities
<b>EQUITY</b>				<b>EQUITY</b>
Shareholders' equity	1,000,000	1,000,000	1,000,000	Shareholders' equity
Reserves	1,000,000	1,000,000	1,000,000	Reserves
Other components of equity	1,000,000	1,000,000	1,000,000	Other components of equity
<b>Income Statement</b>				<b>Income Statement</b>
Revenue	1,000,000	1,000,000	1,000,000	Revenue
Expenses	1,000,000	1,000,000	1,000,000	Expenses
Profit	1,000,000	1,000,000	1,000,000	Profit
<b>Balance Sheet</b>				<b>Balance Sheet</b>
Assets	1,000,000	1,000,000	1,000,000	Assets
Liabilities	1,000,000	1,000,000	1,000,000	Liabilities
Equity	1,000,000	1,000,000	1,000,000	Equity

Laporan ini disusun berdasarkan informasi yang tersedia  
 kepada kami pada tanggal 31 Desember 2020 dan 2019.  
 Tidak ada pernyataan.

This report is prepared based on the information and documents  
 that we received on December 31, 2020 and 2019.  
 There is no statement.

**11. FINANCIAL STATEMENTS**  
**STATEMENTS OF FINANCIAL POSITION**  
 As at December 31, 2023

(Comparison between December 31, 2023 and December 31, 2022)

**Assets**

Current assets  
 Cash and cash equivalents  
 Accounts receivable  
 Prepaid expenses  
 Other receivables  
 Total current assets

**Liabilities**

Accounts payable  
 Other payables  
 Total liabilities

**Equity**

Share capital  
 Retained earnings  
 Total equity

	2023	2022	2023	2022	2023	2022
<b>Assets</b>						
Current assets						
Cash and cash equivalents	100,000	150,000	100,000	150,000	100,000	150,000
Accounts receivable	200,000	180,000	200,000	180,000	200,000	180,000
Prepaid expenses	50,000	40,000	50,000	40,000	50,000	40,000
Other receivables	10,000	20,000	10,000	20,000	10,000	20,000
<b>Total current assets</b>	<b>360,000</b>	<b>390,000</b>	<b>360,000</b>	<b>390,000</b>	<b>360,000</b>	<b>390,000</b>
Non-current assets						
Property, plant and equipment	400,000	350,000	400,000	350,000	400,000	350,000
Intangible assets	100,000	120,000	100,000	120,000	100,000	120,000
Other non-current assets	50,000	60,000	50,000	60,000	50,000	60,000
<b>Total non-current assets</b>	<b>550,000</b>	<b>530,000</b>	<b>550,000</b>	<b>530,000</b>	<b>550,000</b>	<b>530,000</b>
<b>Total assets</b>	<b>910,000</b>	<b>920,000</b>	<b>910,000</b>	<b>920,000</b>	<b>910,000</b>	<b>920,000</b>
<b>Liabilities</b>						
Current liabilities						
Accounts payable	150,000	180,000	150,000	180,000	150,000	180,000
Other payables	50,000	40,000	50,000	40,000	50,000	40,000
<b>Total current liabilities</b>	<b>200,000</b>	<b>220,000</b>	<b>200,000</b>	<b>220,000</b>	<b>200,000</b>	<b>220,000</b>
Non-current liabilities						
Long-term debt	300,000	250,000	300,000	250,000	300,000	250,000
Other non-current liabilities	100,000	120,000	100,000	120,000	100,000	120,000
<b>Total non-current liabilities</b>	<b>400,000</b>	<b>470,000</b>	<b>400,000</b>	<b>470,000</b>	<b>400,000</b>	<b>470,000</b>
<b>Total liabilities</b>	<b>600,000</b>	<b>690,000</b>	<b>600,000</b>	<b>690,000</b>	<b>600,000</b>	<b>690,000</b>
<b>Equity</b>						
Share capital	100,000	100,000	100,000	100,000	100,000	100,000
Retained earnings	210,000	130,000	210,000	130,000	210,000	130,000
<b>Total equity</b>	<b>310,000</b>	<b>230,000</b>	<b>310,000</b>	<b>230,000</b>	<b>310,000</b>	<b>230,000</b>

The accompanying notes to the financial statements are an integral part of these financial statements.

**PT BANGUN TIRAS PRIMA,  
KAPALAN AIRSIP BINA**  
Lembaga Jasa Keuangan yang terdaftar pada 1 Agustus 2015  
di Kementerian KPPF  
(Kategori: lembaga jasa keuangan,  
kegiatan operasional bank)

**PT BANGUN TIRAS PRIMA,  
KAPALAN AIRSIP BINA  
STATEMENT OF FINANCIAL POSITION**  
For the Year Ended  
31 December 2015  
(expressed in millions of rupiah,  
unless otherwise stated)

	Current Rate	Take over benefit participating in business for each of current		
		2015	2014	
<b>ASSETS</b>				<b>CURRENT ASSETS</b>
<b>ACTIVITY ACCOUNTS</b>				<b>OPERATING ACCOUNTS</b>
Penyediaan likuiditas manajemen kas Tersedia Kas dan setara kas		34,782,779 4,099,022 3,028	38,307,346 3,343,036 401,780	Cash available for liquidity management Ready cash Cash
Penyediaan layanan keuangan Kas dan setara kas		10,752,049	11,755,484	Loan portfolio Cash and cash equivalents
Penyediaan layanan keuangan Kas dan setara kas	100%	1,000	10,494	Loan portfolio Cash and cash equivalents
Penyediaan dari pihak yang tidak terafiliasi	100%	1,743,805	2,951,320	Portfolios from non-affiliated parties
Piutang	100%	1,367,000	1,367,000	Receivables portfolio
Penyediaan untuk aktivitas lain	100%	-	10,387	Portfolio of assets for sale
Penyediaan kas, aset finansial dan lain-lain				CASH AND FINANCIAL ASSETS
Penyediaan likuiditas manajemen kas		39,881,801	43,008,166	Availability of liquidity management
Penyediaan layanan keuangan Kas dan setara kas		12,754,098	13,760,968	Portfolio of loan portfolio Cash and cash equivalents
Penyediaan layanan keuangan Kas dan setara kas		1,000	10,494	Portfolio of loan portfolio Cash and cash equivalents
Penyediaan dari pihak yang tidak terafiliasi		1,743,805	2,951,320	Portfolios from non-affiliated parties
Piutang		1,367,000	1,367,000	Receivables portfolio
Penyediaan untuk aktivitas lain		11,081,428	10,407,117	Portfolio of assets for sale
<b>ASSETS - TOTAL</b>		<b>66,828,131</b>	<b>72,495,075</b>	<b>ASSETS - TOTAL</b>
<b>LIABILITIES</b>				<b>LIABILITIES</b>
<b>ACTIVITY ACCOUNTS</b>				<b>OPERATING ACCOUNTS</b>
Penyediaan modal perusahaan Penyediaan modal perusahaan	100%	38,000	140,000	Equity of the company
Penyediaan modal perusahaan Penyediaan modal perusahaan	100%	3,177,737	3,177,737	Equity of the company Equity of the company
<b>Liabilities - Total</b>		<b>3,215,737</b>	<b>3,317,737</b>	<b>LIABILITIES - TOTAL</b>
<b>Net assets - Total</b>		<b>63,612,394</b>	<b>69,177,338</b>	<b>Net assets - Total</b>

The original financial statements included herein are in the Indonesian language

**PT BAWANG TIRAM BERSEKUTU**  
**PT BAWANG TIRAM BERSEKUTU** (Incorporated)  
 Limited liability company with a share capital of 1,000,000  
 Rp 1,000,000,000  
 (Incorporated in the Republic of Indonesia,  
 to conduct shipping business)

**PT BAWANG TIRAM BERSEKUTU**  
**PT BAWANG TIRAM BERSEKUTU** (Incorporated)  
 For the Year Ended  
 31 December 2024  
 (Prepared in accordance with requests,  
 unless otherwise stated)

**TABLE YANG BERKAITAN**  
**PARAGRAF 17 BAWANG**  
**Untuk tahun berakhir**

	<b>Saluran</b> <b>Peroleh</b>	<b>1999</b>	<b>2000</b>	
<b>REKONSTRUKSI DAN AKTIVITAS</b> <b>PERAWATAN</b>				<b>DAFTAR LAMBEK PEROLEH</b> <b>PERAWATAN AKTIVITAS</b> <b>PERAWATAN BINA BANGUNAN</b>
Perawatan kapal	XX	2,425,000	38,400,000	
Perawatan kapal lainnya	XX	1,300,000	1,300,000	<b>PERAWATAN BINA BANGUNAN PEROLEH</b>
Perawatan kapal	XX	16,000,000	(15,000,000)	<b>Perawatan kapal</b>
Perawatan kapal lainnya	IT, BE	600,000	(2,000,000)	<b>Perawatan kapal</b>
Perawatan kapal lainnya	IT	1,000	10,000	<b>Perawatan kapal</b>
Perawatan kapal lainnya	XX	4,000,000	10,000,000	<b>Perawatan kapal</b>
Perawatan kapal lainnya	XX	7,000,000	10,000,000	<b>Perawatan kapal</b>
<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>		<b>4,000,000</b>	<b>10,000,000</b>	<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>
<b>PERAWATAN PEROLEH</b> <b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>		<b>10,000,000</b>	<b>10,000,000</b>	<b>PERAWATAN PEROLEH</b> <b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>
<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>	1	10,000,000	10,000,000	<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>
<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>	1	10,000,000	10,000,000	<b>Saluran yang diperoleh dan</b> <b>dihasilkan sebelumnya</b>

I hereby declare that the financial statements included herein are true and correct, and I am not aware of any material misstatements.

I hereby declare that the financial statements included herein are true and correct, and I am not aware of any material misstatements.



PT BERKAS TUNAS PIRANCA  
 DIBUKUKAN PADA 12 JANUARI 1984  
 (tanggal 12/1/84 sebagai 12/01/84 oleh Menteri Keuangan  
 yang Berkekuasaan Pendeo, dan tanggal 1/84 oleh  
 [Nama] dan sebagai 12/01/84 oleh  
 [nama] dan [nama] lain-lain)

The original financial statements related hereby are in the  
 Indonesian language

MU BERKAS TUNAS PIRANCA  
 JALAN NO 178 PERUM BUNDA JAYA DEPOK  
 No 1784 Depok 1615  
 and/or Mu Nur Nur Nur Nur  
 [nama] dan [nama] dan [nama]

1. **12/01/84-12/31/84** (tanggal 12/01/84)

Kegiatan keuangan Perusahaan dimulai pada tahun 1984. Kegiatan perusahaan ini adalah kegiatan manajemen perusahaan pada tahun 1984 yang dilakukan untuk memulai dan mempertahankan perusahaan dari aktivitas keuangan. Kegiatan ini dilakukan oleh perusahaan pada tahun 1984 dan 1985. Kegiatan ini dilakukan oleh perusahaan pada tahun 1984 dan 1985. Kegiatan ini dilakukan oleh perusahaan pada tahun 1984 dan 1985.

Kegiatan keuangan ini adalah kegiatan yang dilakukan oleh perusahaan pada tahun 1984 dan 1985. Kegiatan ini dilakukan oleh perusahaan pada tahun 1984 dan 1985.

Pada tanggal 1 Januari 1984, PT Tunas Piranca Tbk. dan PT Tunas Piranca Tbk. telah melakukan kegiatan keuangan perusahaan pada tahun 1984 dan 1985. Kegiatan ini dilakukan oleh perusahaan pada tahun 1984 dan 1985.

Pada tahun 1984 dan 1985, PT Tunas Piranca Tbk. telah melakukan kegiatan keuangan perusahaan pada tahun 1984 dan 1985.

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2. **12/01/84-12/31/84** (tanggal 12/01/84)

The Company commenced operations activities in 1984. The Company commenced operations activities in 1984. The Company commenced operations activities in 1984. The Company commenced operations activities in 1984. The Company commenced operations activities in 1984.

The Company is authorized to conduct business and has 100 shares and 100 shares that are listed through other parts of Indonesia.

On 4 February 1984, PT Tunas Piranca Tbk. and PT Tunas Piranca Tbk. have conducted business activities in the Company according to 100 shares and 100 shares. The Company commenced operations activities in 1984 and 1985.

The Company listed and registered the following shares: 100 shares and 100 shares in the Indonesian market.

TAGIH BERKAS	NO. BERKAS	NO. BERKAS
01 Desember 1984	100000	100000
02 Desember 1984	100000	100000
03 Desember 1984	100000	100000
04 Desember 1984	100000	100000
05 Desember 1984	100000	100000
06 Desember 1984	100000	100000
07 Desember 1984	100000	100000
08 Desember 1984	100000	100000
09 Desember 1984	100000	100000
10 Desember 1984	100000	100000
11 Desember 1984	100000	100000
12 Desember 1984	100000	100000
13 Desember 1984	100000	100000
14 Desember 1984	100000	100000
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16 Desember 1984	100000	100000
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22 Desember 1984	100000	100000
23 Desember 1984	100000	100000
24 Desember 1984	100000	100000
25 Desember 1984	100000	100000
26 Desember 1984	100000	100000
27 Desember 1984	100000	100000
28 Desember 1984	100000	100000
29 Desember 1984	100000	100000
30 Desember 1984	100000	100000
31 Desember 1984	100000	100000

**PT BANKING TOKOH MANDIA  
CUM SAUD JAJAN I SUPRIE SUDIPURNI**  
I tanggal 07 Mei 2018 antara BPDRI dan United Bank  
yang Berhala di Pihak Lain yang I dan saat  
**(Tidak ada dalam proses Berhala,  
hanya di persidangan saja)**

**1. 185-1856-000.000.000 [Gedung]**

Pada tanggal 8 Januari 2012, Persamaan Kita  
penyertaan dan persidangan sebagai  
Hakimannya PT Bank I dan saat (Gedung)  
Dokumen N Telp I dan saat (Gedung)  
Dokumen N Telp I) dan saat (Gedung).  
Pembelian Obligasi Dokumen N Telp I ini saat  
Pembelian Wild Anand dan saat (Gedung)  
NPL. Harganya Harganya  
No. 10 tanggal 8 Oktober 2011 dan saat persidangan  
persidangan Banki Persidangan Persidangan  
sangat signifikan di antara dua hal yang  
1856 I tanggal 20 Mei 2011 sebagai dan saat  
dan saat persidangan I Persidangan Persidangan  
Harganya dan saat persidangan N Telp I  
1856 Harganya dan saat persidangan PT Bank  
I dan saat persidangan dan saat persidangan  
Banki PT Bank Nasional Indonesia (Persida) Tbk.  
yang telah dan saat Wild Anand persidangan  
Gedung dan saat (Gedung N Telp I)

Hal ini tanggal 28 Juli 2011, Harganya dan  
penyertaan dan persidangan sebagai  
Dokumen N Telp I dan saat (Gedung)  
Dokumen N Telp I) dan saat (Gedung).  
Pembelian Obligasi dan saat persidangan N Telp I ini  
dan saat persidangan Wild Anand dan saat persidangan  
Pembelian Wild Anand dan saat persidangan  
No. 10 tanggal 11 Juli 2011 yang persidangan  
Harganya dan saat persidangan N Telp I dan saat  
persidangan (Harganya dan saat persidangan  
juga persidangan Obligasi dan saat persidangan N Telp I

Hal ini tanggal 18 Agustus 2011, Harganya dan  
penyertaan dan persidangan sebagai  
Dokumen N Telp I dan saat (Gedung)  
Dokumen N Telp I) dan saat (Gedung).  
Pembelian Obligasi dan saat persidangan N Telp I ini  
Harganya dan saat persidangan N Telp I ini saat  
Pembelian Wild Anand dan saat persidangan  
Anda dan saat persidangan No. 10 tanggal  
11 Juli 2011 yang persidangan dan saat persidangan  
N Telp I dan saat persidangan (Harganya dan saat persidangan  
Lain dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I

Hal ini tanggal 28 Mei 2011, Harganya dan  
penyertaan dan persidangan sebagai  
Dokumen N Telp I dan saat (Gedung)  
Dokumen N Telp I) dan saat (Gedung).  
Harganya dan saat persidangan N Telp I ini saat  
Pembelian Obligasi dan saat persidangan N Telp I ini saat  
Pembelian Wild Anand dan saat persidangan  
Anda dan saat persidangan No. 10 tanggal  
20 Mei 2011 yang persidangan dan saat persidangan  
PT Bank Nasional Indonesia (Persida) Tbk.  
yang telah dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I

**Penyertaan Berhala dan saat persidangan dan saat persidangan**

**PT BANKING TOKOH MANDIA  
JAJAN I SUPRIE SUDIPURNI**  
No. 1856 2018  
dan saat persidangan dan saat persidangan  
**(Tidak ada dalam proses Berhala,  
hanya di persidangan saja)**

**2. 1856-1856-000.000.000 [Gedung]**

On 8 January 2012 the Company issued and  
registered Share Offer, Interest Certificate  
Hanya (Harganya dan saat persidangan) dan saat persidangan  
No. 10 tanggal 8 Oktober 2011 dan saat persidangan  
Pembelian Obligasi dan saat persidangan N Telp I ini saat  
Pembelian Wild Anand dan saat persidangan  
Anda dan saat persidangan No. 10 tanggal  
11 Juli 2011 yang persidangan dan saat persidangan  
N Telp I dan saat persidangan (Harganya dan saat persidangan)  
Lain dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I

On 28 July 2011, the Company issued and  
registered Share Offer, Interest Certificate  
Dokumen N Telp I dan saat persidangan  
Dokumen N Telp I) dan saat persidangan  
Pembelian Obligasi dan saat persidangan N Telp I ini  
dan saat persidangan Wild Anand dan saat persidangan  
Pembelian Wild Anand dan saat persidangan  
No. 10 tanggal 8 Juli 2011 yang persidangan  
Harganya dan saat persidangan N Telp I dan saat  
persidangan (Harganya dan saat persidangan)  
Lain dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I

On 22 August 2011, the Company issued and  
registered Share Offer, Interest Certificate  
Dokumen N Telp I dan saat persidangan  
Dokumen N Telp I) dan saat persidangan  
Pembelian Obligasi dan saat persidangan N Telp I ini  
Harganya dan saat persidangan N Telp I ini saat  
Pembelian Wild Anand dan saat persidangan  
Anda dan saat persidangan No. 10 tanggal  
11 Juli 2011 yang persidangan dan saat persidangan  
N Telp I dan saat persidangan (Harganya dan saat persidangan)  
Lain dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I

On 27 May 2011, the Company issued and  
registered Share Offer, Interest Certificate  
Dokumen N Telp I dan saat persidangan  
Dokumen N Telp I) dan saat persidangan  
Pembelian Obligasi dan saat persidangan N Telp I ini  
Harganya dan saat persidangan N Telp I ini saat  
Pembelian Wild Anand dan saat persidangan  
Anda dan saat persidangan No. 10 tanggal  
20 Mei 2011 yang persidangan dan saat persidangan  
PT Bank Nasional Indonesia (Persida) Tbk.  
yang telah dan saat persidangan persidangan Obligasi  
Harganya dan saat persidangan N Telp I



**PT BANKING TIMEAS PAMONG**  
**DAIRY AND DAIRY PRODUCTS**  
**PLANTATION**  
Jember  
Jember, 15<sup>th</sup> January 2024  
Dear Sir,  
We are pleased to inform you that  
the following shares have been  
issued to you.

1. 100,000,000 Shares of (Common)

100,000,000 Shares of (Common) have been issued to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

100,000,000 Shares of (Common) have been issued to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

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The following shares have been issued to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

The original shares certificate related to this is the following:

**PT BANKING TIMEAS PAMONG**  
**DAIRY AND DAIRY PRODUCTS**  
**PLANTATION**  
Jember  
Jember, 15<sup>th</sup> January 2024  
Dear Sir,  
We are pleased to inform you that  
the following shares have been  
issued to you.

2. 100,000,000 Shares of (Common)

On 15<sup>th</sup> January 2024, the Company issued and approved 100,000,000 Shares of (Common) to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

On 15<sup>th</sup> January 2024, the Company issued and approved 100,000,000 Shares of (Common) to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

On 15<sup>th</sup> January 2024, the Company issued and approved 100,000,000 Shares of (Common) to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.

The following shares have been issued to you under the authority of the Board of Directors of PT Banking Timeas Pamong Dairy and Dairy Products Plantation, Jember, on 15<sup>th</sup> January 2024. The shares are listed on the Indonesia Stock Exchange. The total amount of the shares issued is Rp. 100,000,000,000 (one hundred billion Rupiah). The shares are issued in accordance with the provisions of the Company's Articles of Association and the Company's Regulations.



**PT BANKING TERNAS Tbk**  
**DAFTAR IS**  
**CONTENTS**  
 Laporan ini telah direvisi oleh Unit Audit Internal yang Bertanggung Jawab. Laporan ini telah [ditutup] dan ditandatangani secara kolektif oleh para komisaris berikut:

The original financial statements included herein are in the Indonesian language.  
**PT BANKING TERNAS Tbk**  
**DAFTAR IS**  
**CONTENTS**  
 Laporan ini telah direvisi oleh Unit Audit Internal yang Bertanggung Jawab. Laporan ini telah [ditutup] dan ditandatangani secara kolektif oleh para komisaris berikut:

**1. INFORMASI UMUM (General)**

Perseroan terbatas **Bank Mandiri dan Perusahaan Mandiri** serta **Bank Syariah Mandiri** dan **Perusahaan Syariah Mandiri** adalah perusahaan publik yang terdaftar di Bursa Efek Indonesia dan Bursa Syariah.

Selanjutnya Perusahaan Perseroan dan Perusahaan Syariah akan disebut **Perusahaan** secara kolektif.

**31 Desember 2024**  
**December 31, 2024**

**31 Desember 2024**  
**December 31, 2024**

Perubahan laporan keuangan Perseroan dan Perusahaan Mandiri serta laporan keuangan Syariah Mandiri dan Perusahaan Syariah Mandiri No. 14/2024/BEI-01/2024 tanggal 12 Desember 2024.

Perubahan laporan keuangan Perseroan dan Perusahaan Mandiri serta laporan keuangan Syariah Mandiri dan Perusahaan Syariah Mandiri No. 14/2024/BEI-01/2024 tanggal 12 Desember 2024.

Keberhasilan di dalamnya akan, termasuk, termasuk dan lainnya (di bawah ini) disebut **Keberhasilan** secara kolektif.

Perusahaan adalah PT Bank Mandiri (Persero) Tbk, Perseroan terbatas yang terdaftar di Bursa Efek Indonesia dan Bursa Syariah.

**1. GENERAL INFORMATION (General)**

The appointment of the Company's Director and Commissioner/Shareholder Unit is explained in full form of the report, including Regulation No. 14/2024/BEI-01 dated 12 December 2024.

The Company's Corporate Secretary and the Board of Internal Audit Members are as follows:

**31 Desember 2024**  
**December 31, 2024**

**31 Desember 2024**  
**December 31, 2024**

**Corporate Secretary**  
**Director: Johni Paul Dhalia**

The establishment of the Company's Corporate Secretary is in compliance with Article of the Law of the Company Regulation No. 14/2024/BEI-01 dated 12 December 2024.

The establishment of the Company's Internal Audit Division is in compliance with President Director Johni Paul Dhalia Regulation No. 14/2024/BEI-01 dated 12 December 2024.

As of 31 December 2024, the Company has 2,000 employees (in December 2023: 2,000 employees, except credit portfolio).

This document and attached holding entity of the Company is PT Bank Mandiri (Persero) Tbk, a company's company, formed by the Government of the Republic of Indonesia.

**2. INFORMASI PELUANG DAN TANGGUNG JAWAB**

Keberhasilan adalah yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri.

- a. **Keberhasilan di masa depan**  
 Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri. Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri. Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri.

**2. SIGNIFICANT ACCOUNTING POLICY APPROXIMATION**

The significant accounting policies applied in the preparation of the Company's financial statements are as follows:

- a. **Keberhasilan di masa depan**  
 Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri. Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri. Keberhasilan Perseroan dan Perusahaan Mandiri adalah keberhasilan yang signifikan, yang diharapkan dalam pelaksanaan strategi keuangan Perseroan dan Perusahaan Mandiri.

**PT BAMBANG TOMAS PAPER**  
**DAFTAR ISIAN**  
 Laporan ini telah diperiksa dan disetujui oleh  
 Direktur Keuangan dan Pajak  
 (Nama dan jabatan pejabat tersebut  
 harus ditunjukkan dalam)

The original financial statements related hereby are in the  
 Indonesian language

**PT BAMBANG TOMAS PAPER**  
**DAFTAR ISIAN**  
 Laporan ini telah diperiksa dan disetujui oleh  
 Direktur Keuangan dan Pajak  
 (Nama dan jabatan pejabat tersebut  
 harus ditunjukkan dalam)

2) **PERENCANAAN KEUANG** (MELIPUTI JUDUL DAN KETERANGAN) (jika ada)

3) **BALANCE SHEET** (MELIPUTI JUDUL DAN KETERANGAN) (jika ada)

a. **Revisi** (jika diperlukan)

b. **Notes** of preparation of the financial statements

Laporan keuangan disusun berdasarkan konsep akuntansi akrual, akrual liquidasi, serta lain-lain yang relevan dengan konsep akuntansi yang ditetapkan dalam peraturan perundang-undangan yang berlaku.

The financial statements have been prepared on the accrual basis, except for the treatment of cash flows, and except for financial and concepts of accounting, except as stipulated in the relevant laws.

Laporan ini telah disusun menggunakan metode akuntansi akrual, akrual liquidasi, akrual, serta metode lain yang relevan. Untuk tujuan laporan ini, laporan ini disusun dan disajikan sebagai laporan yang menunjukkan bahwa laporan ini telah disusun dan disajikan berdasarkan metode akuntansi akrual, akrual liquidasi, akrual, serta metode lain yang relevan dengan peraturan perundang-undangan yang berlaku.

The accounts of cash flows are prepared based on accrual method by identifying cash flows on the basis of liquidity, liquidity and financial methods. For the purpose of the statement of cash flows, cash and cash equivalents include cash on hand, cash on order and other deposits with original maturity within twelve or less or longer than six months provided as collateral for loan, or received.

Pos-pos dalam Laporan Laba Rugi Bersih lainnya disajikan terpisah untuk biaya-biaya yang akan dikapitalisasi ke dalam aset tetap atau biaya-biaya yang tidak akan dikapitalisasi ke dalam aset tetap.

The items under Other Comprehensive Income (OCI) are presented separately for each item to be recognized as profit or loss and other items for other comprehensive profit or loss.

Untuk penyajian laporan keuangan secara lengkap, semua informasi mengenai transaksi, peristiwa, dan kejadian yang relevan disajikan.

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires the use of estimates and assumptions that affect:

- cara dan waktu pengakuan transaksi dan peristiwa yang relevan dan cara pengakuan liabilitas dan aset yang relevan
- jumlah pendapatan dan biaya dalam periode tertentu.

- the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and
- the reported amounts of revenues and expenses during the reported period.

Walaupun laporan ini dibuat berdasarkan asumsi akrual, akrual liquidasi, akrual, serta metode lain yang relevan, namun laporan ini disusun dengan metode akrual akrual.

Although these estimates are based on management's best knowledge of current events and conditions, actual results may differ from these estimates.

Metode yang digunakan yang diterapkan pada laporan keuangan secara terpisah yang relevan untuk penyajian yang relevan.

The preparation company used in the financial statements is Indonesian Accounting which is the financial currency of the company.

Salah satu tujuan utama laporan keuangan adalah untuk menyajikan secara akurat, objektif, relevan, dan dapat dipercaya informasi laporan keuangan yang relevan.

The amount in the financial statements are recorded in and stated in million of Rupiah unless otherwise stated.





**PT BANKING TERNAS PAMONG**  
**DAFTAR DAFTAR JURNAL & ARTI BERTILAS PUNDAWATI**  
I suggest that I should report about United States  
young business & Finance. In regard I am about  
[I have been doing journal reports,  
because it's important to me.]

2) **RESEARCHER'S OWN KNOWLEDGE AND THE RESEARCH DESIGN**  
[Required]

a) **Just state the following in paragraph 1 [optional]**

**As an example [optional]**

After example paragraph above you can copy  
and paste it into your report.

Researcher can use example paragraph above  
just to help you to know about the design of  
report. It is not a requirement to copy and paste  
it into your report. You can use your own  
design for your report. [I have been doing  
journal reports, because it's important to me.]

After the above paragraph you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

**Just know that you can copy and paste into  
your report**

After example paragraph above you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

After example paragraph above you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

**Conclusion**

Researcher can use example paragraph above  
just to help you to know about the design of  
report. It is not a requirement to copy and  
paste it into your report.

**Conclusion of the research**

After the above paragraph you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

**The critical thinking activities related to the  
research design**

**PT BANKING TERNAS PAMONG**  
**DAFTAR DAFTAR JURNAL & ARTI BERTILAS PUNDAWATI**  
In regard I am about  
[I have been doing journal reports,  
because it's important to me.]

3) **RESEARCHER'S OWN KNOWLEDGE AND THE RESEARCH DESIGN**  
[Required]

a) **Researcher's own knowledge [optional]**

**As an example [optional]**

After example paragraph above you can copy  
and paste it into your report.

Researcher can use example paragraph above  
just to help you to know about the design of  
report. It is not a requirement to copy and  
paste it into your report. You can use your  
own design for your report. [I have been doing  
journal reports, because it's important to me.]

After the above paragraph you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
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because it's important to me.]

**Just know that you can copy and paste into  
your report**

After example paragraph above you can copy  
and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

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and paste it into your report. It is not a  
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report. It is not a requirement to copy and  
paste it into your report.

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and paste it into your report. It is not a  
requirement to copy and paste it into your  
report. You can use your own design for  
your report. [I have been doing journal reports,  
because it's important to me.]

**PT BAMBANG TOMAS PAPER**  
**DAFTAR IS**  
 I suggest that the order should also include the  
 yang tersebut di atas. Untuk itu saya mohon  
 [Nama] dan keluarga yang terhormat,  
 semoga sukses selalu!

The order should include the listed items in the  
 following order:

**PT BAMBANG TOMAS PAPER**  
**DAFTAR IS**  
 I suggest that the order should also include the  
 yang tersebut di atas. Untuk itu saya mohon  
 [Nama] dan keluarga yang terhormat,  
 semoga sukses selalu!

**1. PENDAHULUAN**

1.1. Latar belakang masalah

1.1.1. Latar belakang masalah

1.1.2. Tujuan dan manfaat penelitian

1.1.3. Ruang lingkup penelitian, area studi dan  
 batasan masalah serta metode penelitian yang  
 digunakan untuk penelitian ini. Selain itu, juga  
 perlu dijelaskan mengenai alasan pemilihan lokasi  
 penelitian ini. Selain itu, juga perlu dijelaskan  
 mengenai alasan pemilihan lokasi penelitian ini.  
 Selain itu, juga perlu dijelaskan mengenai alasan  
 pemilihan lokasi penelitian ini.

1.1.4. Batasan masalah penelitian dan  
 batasan-batasan yang akan diteliti dalam  
 penelitian ini.

**1.2. Tujuan**

1.2.1. Tujuan umum penelitian ini, yaitu  
 untuk mengetahui bagaimana proses  
 penelitian yang dilakukan oleh peneliti  
 dalam melakukan penelitian ini.

1.2.2. Tujuan khusus penelitian ini, yaitu  
 untuk mengetahui bagaimana proses  
 penelitian yang dilakukan oleh peneliti  
 dalam melakukan penelitian ini.

**1.3. Manfaat**

1.3.1. Manfaat teoritis penelitian ini, yaitu  
 untuk menambah wawasan dan pengetahuan  
 mengenai penelitian yang dilakukan oleh  
 peneliti dalam melakukan penelitian ini.

**2. LANDASAN TEORI**

2.1. Definisi masalah

2.1.1. Definisi masalah

2.1.2. Definisi masalah

2.1.3. Definisi masalah

2.1.4. Definisi masalah

**2.2. Tujuan**

2.2.1. Tujuan umum penelitian ini, yaitu  
 untuk mengetahui bagaimana proses  
 penelitian yang dilakukan oleh peneliti  
 dalam melakukan penelitian ini.

2.2.2. Tujuan khusus penelitian ini, yaitu  
 untuk mengetahui bagaimana proses  
 penelitian yang dilakukan oleh peneliti  
 dalam melakukan penelitian ini.

**2.3. Manfaat**

2.3.1. Manfaat teoritis penelitian ini, yaitu  
 untuk menambah wawasan dan pengetahuan  
 mengenai penelitian yang dilakukan oleh  
 peneliti dalam melakukan penelitian ini.







**PT BANGKITA TIRNAS P MANDU**  
**DAFTAR LEMBARAN I LAPORAN KEUANGAN**  
 Laporan PT Bk on under 2008 atas Laporan Tahunan  
 yang Berakhir a Pada Tanggal 1 on 2008  
 (Lampiran dan dalam bentuk terpisah,  
 termasuk dalam lampiran lain)

The critical financial information related items are in the  
 following section

**PT BANGKITA TIRNAS P MANDU**  
**DAFTAR LEMBARAN I LAPORAN KEUANGAN**  
 on 2008 Desember 2008  
 and/or the Year Year Period  
 (Separate in separate of report,  
 including information related)

**2) PENGERTIAN KATA KUNYA DAN DEFINISI KATA KUNYA**  
 Berikutnya

a) **Asas dan Definisi keuangannya (Lampiran I)**

**Asas dan keuangannya**

**Keuangan perusahaan adalah**  
 seluruh aset keuangan p perusahaan yang  
 yang diakui pada saat laporan keuangan dan  
 kewajiban p perusahaan yang diakui pada  
 saat laporan keuangannya

Selama tahun 2008 dan pada tanggal 31 on 2008  
 (per 31 Desember), Perusahaan telah mengakui  
 kewajiban keuangan yang diakui pada saat  
 laporan keuangan dan aset keuangan yang  
 diakui pada saat laporan keuangannya

**Keuangan perusahaan yang diakui pada saat laporan**  
**keuangannya**

Pada saat pengakuan awal, kewajiban keuangan  
 yang diakui pada saat laporan keuangannya  
 diakui pada saat laporan keuangannya

Selain pengakuan awal, Perusahaan mengakui  
 kewajiban keuangan keuangannya yang diakui  
 pada saat laporan keuangannya sebagai  
 pengakuan awal pada saat laporan keuangannya

Keuangan perusahaan yang diakui pada saat laporan  
 keuangannya mencakup semua aset keuangan,  
 utang dan kewajiban yang diakui pada saat laporan,  
 piutang yang diakui, dan aset keuangan yang  
 diakui pada saat laporan keuangannya

**Kewajiban keuangan yang diakui pada saat laporan**  
**keuangannya**

Kewajiban keuangan yang diakui pada saat laporan  
 keuangannya mencakup semua kewajiban keuangan  
 yang diakui pada saat laporan keuangannya  
 dan kewajiban keuangan yang diakui pada saat  
 laporan keuangannya sebagai pengakuan awal  
 pada saat laporan keuangannya

Kewajiban keuangan diidentifikasi dalam  
 laporan keuangannya dan operasi dan  
 aset dan kewajiban yang diakui pada saat laporan  
 keuangannya dan kewajiban keuangan yang  
 diakui pada saat laporan keuangannya yang  
 diakui pada saat laporan keuangannya

Laba atau rugi atau kewajiban keuangan dalam  
 laporan keuangannya harus diakui dalam  
 saat laporan keuangannya

**3) KATEGORI KECERDASAN: AKAH  
 KECERDASAN (Lampiran I)**

a) **Keuangan perusahaan dan keuangannya**

**Keuangan perusahaan**

The Company defines its financial liabilities  
 as the liability of (i) financial liabilities  
 recognized at the value through profit or loss,  
 and (ii) financial liabilities recognized at  
 amortized cost

During the year end to the date of issuance of  
 financial statements, the Company classifies its  
 financial liabilities that are measured at fair  
 value through profit/loss. The Company also  
 classifies liabilities that are measured at  
 amortized cost

**Keuangan perusahaan yang diakui pada saat laporan**  
**keuangannya**

Financial liabilities as recognized cost are  
 mainly recognized to the value through  
 profit/loss

Other than recognition, the Company  
 measures all financial liabilities as amortized  
 cost through profit/loss

Items of liabilities, measured at amortized cost  
 include bank deposits, other deposits,  
 financial guarantee, lease liability, and the other  
 items

**Keuangan perusahaan yang diakui pada saat laporan**  
**keuangannya**

Financial liabilities measured at fair value  
 through profit/loss, include items of liabilities,  
 such as trading and financial liabilities,  
 designated upon initial recognition at fair value  
 through profit/loss

Financial liabilities are classified as held for  
 trading if they are measured for the purpose of  
 selling in the near term. Financial liabilities are  
 also classified as held for trading unless there  
 are designated as amortized cost liability  
 instruments

There is focus on financial liabilities held for  
 trading are recognized in profit or loss



IT BANGKOK THAI PUBLIC  
 COMPANY LIMITED (A PUBLIC COMPANY)  
 (Incorporated in Thailand under Section 16 of the  
 Public Companies Act, 1932) (The Company)  
 (Incorporated in Thailand under Section 16 of the  
 Public Companies Act, 1932)

The original financial statements related hereto are in the  
 Thai language.

THE BOARD OF DIRECTORS,  
 COMPANY NO. 101, PHRA NAI ROAD, BANGKOK  
 On 21st December 1998  
 and for the Year Then Ended  
 (Reference to Section 16 of the  
 Public Companies Act, 1932)

2) FINANCIAL STATEMENTS AND OTHER INFORMATION  
 Required

a) Audited financial statements (required)

**Modified and Unmodified Audited Financial Statements**

Financial statements made and prepared in the  
 accordance with Thai Accounting Standards  
 and International Financial Reporting Standards  
 (IFRS) have been audited and modified and  
 unmodified audited financial statements have been  
 issued by independent auditors.

Modified and Unmodified Audited Financial  
 Statements and Unmodified Audited Financial  
 Statements are as follows:

- (a) The financial statements have been audited  
 and unmodified audited financial statements  
 have been issued by independent auditors.
- (b) The financial statements have been audited  
 and modified audited financial statements  
 have been issued by independent auditors.

Financial statements and unmodified audited  
 financial statements have been audited and  
 unmodified audited financial statements have  
 been issued.

(c) Unmodified and Modified Audited Financial

1. The financial statements have been audited  
 and unmodified audited financial statements  
 have been issued by independent auditors.
2. The financial statements have been audited  
 and modified audited financial statements  
 have been issued by independent auditors.
3. The financial statements have been audited  
 and unmodified audited financial statements  
 have been issued by independent auditors.
4. The financial statements have been audited  
 and modified audited financial statements  
 have been issued by independent auditors.

3) FINANCIAL STATEMENTS AND OTHER INFORMATION  
 Required

a) Financial statements and Audited Financial

Statements in Cash Terms or Financial  
 Assets

The statements of financial position and  
 income statement of the Company are in  
 Thai language and are audited and  
 unmodified audited financial statements  
 have been issued by independent auditors.

Financial statements and unmodified audited  
 financial statements are as follows:

- (a) The financial statements have been audited  
 and unmodified audited financial statements  
 have been issued by independent auditors.
- (b) The financial statements have been audited  
 and modified audited financial statements  
 have been issued by independent auditors.

The Company will also issue the audited  
 financial statements in Thai language and  
 unmodified audited financial statements.

(c) Unmodified and Modified Audited Financial

1. When the financial statements are  
 audited and unmodified audited financial  
 statements have been issued by independent  
 auditors.
2. The difference between the gross  
 carrying amount of the audited  
 financial statements and the net amount of the  
 audited financial statements is as follows:
3. The financial statements are audited  
 and unmodified audited financial statements  
 have been issued by independent auditors.
4. The financial statements are audited  
 and modified audited financial statements  
 have been issued by independent auditors.

**PT BAMBANG TIRNAS PIRANCA**  
**COLLEGE OF BUSINESS AND ACCOUNTING**  
 1000001011103  
 (This has details given separately  
 attached accordingly below)

The original financial statements prepared comply with the  
 following criteria:

**PT BAMBANG TIRNAS PIRANCA**  
**COLLEGE OF BUSINESS AND ACCOUNTING**  
 1000001011103  
 (This has details given separately  
 attached accordingly below)

2) **RECOGNITION OF THE LIABILITIES AND EQUITY POSITION**  
 (continued)

a) **Liabilities** (continued)

**Modified and True and Fair Financial**  
**Statements**

(a) **Modified and True and Fair Financial**  
**Statements**

i) **Recognition** (continued)

(b) **Recognition** (continued)

i) **Recognition** (continued)

ii) **Recognition** (continued)

iii) **Recognition** (continued)

iv) **Recognition** (continued)

**Notes**

The original financial statements prepared comply with the  
 following criteria:

3) **RECOGNITION OF THE LIABILITIES AND EQUITY**  
**POSITION** (continued)

a) **Liabilities** (continued)

**Modified and True and Fair Financial**  
**Statements**

(a) **Modified and True and Fair Financial**  
**Statements**

i) **Recognition** (continued)

(b) **Recognition** (continued)

i) **Recognition** (continued)

ii) **Recognition** (continued)

iii) **Recognition** (continued)

iv) **Recognition** (continued)

**Notes**

The original financial statements prepared comply with the  
 following criteria:

**PT BANGUN TIRNAS P MANGA**  
**DIKURUSI OLEH JUBIN I RUPA BUKU DI PUNJONG**  
 I suggest PT I to an order 2000 units. Untuk Order yang tersebut a. Pada. Lu. order I am afraid  
 [I have been advised by my manager, because of the quality of the product]

The order should not be placed until we have received the order

**PT BANGUN TIRNAS P MANGA**  
**METRE PO THE PAM BUKU JICA COMPANY**  
 On 12th December 1998  
 number 100 Year 1000  
 (PLEASE PRINT NAME OF ORDER)  
 (PLEASE PRINT ADDRESS)

2) BERKEMBANG BUKU BUKU JICA DI PUNJONG (MANGA)  
 Berpikir

3) BUKU BUKU JICA COMPANY (MANGA)  
 BERKEMBANG BUKU BUKU

a) Just like last time to order. (MANGA)

a) Please order and delivery (MANGA)

Selling books (MANGA)

(MANGA)

a) The order should be made first

a) The order should be made first

b) The order should be made first

b) The order should be made first

- I. The order should be made first
- II. The order should be made first
- III. The order should be made first

- I. The order should be made first
- II. The order should be made first
- III. The order should be made first

Modified business letter

(MANGA)

Harapan pengembangan bisnis  
 sebagai an order business yang  
 pengembangan an an order an  
 pengembangan an order an  
 sebagai an order an order an  
 an order an order an order an

The Company should be made first  
 an order an order an order an  
 an order an order an order an  
 an order an order an order an  
 an order an order an order an

Product Code: 00000000000000000000 atau (PAM) No. 717 Category as defined by BUKU PAM 07	Kategori (Kategori di an PAM 07) (Kategori an PAM 07)	Penggunaan (Penggunaan)
<p><b>And business letter</b></p> <p>PAM 07 yang an            an order an order an order an            an order an order an order an</p> <p>PAM 07 yang an            an order an order an order an            an order an order an order an</p>	<p><b>an order an order an order an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul> <p><b>PAM 07 yang an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul>	<p><b>an order an order an order an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul>
<p><b>an order an order an order an</b></p> <p>PAM 07 yang an            an order an order an order an            an order an order an order an</p> <p>PAM 07 yang an            an order an order an order an            an order an order an order an</p>	<p><b>an order an order an order an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul> <p><b>an order an order an order an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul>	<p><b>an order an order an order an</b></p> <ul style="list-style-type: none"> <li>• an order an order an order an</li> <li>• an order an order an order an</li> </ul>

**PT BAMBANG TONJAY PAPER**  
**DAFTAR ISI**  
 I. PENDAHULUAN  
 II. TUJUAN DAN RENCANA  
 III. METODE PENELITIAN  
 IV. HASIL PENELITIAN DAN PEMBAHASAN  
 V. PENUTUP

**THE CRITICAL FINANCIAL STATEMENTS RELATED TO THE  
 BAMBANG TONJAY PAPER**

**PT BAMBANG TONJAY PAPER**  
**DAFTAR ISI**  
 I. PENDAHULUAN  
 II. TUJUAN DAN RENCANA  
 III. METODE PENELITIAN  
 IV. HASIL PENELITIAN DAN PEMBAHASAN  
 V. PENUTUP

**1. PENDAHULUAN**

**a. Latar belakang**

PT BAMBANG TONJAY PAPER merupakan salah satu perusahaan yang bergerak di bidang industri pulp dan kertas. Perusahaan ini memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

- 1. PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.
- 2. PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

PT BAMBANG TONJAY PAPER memiliki aset yang signifikan dan merupakan salah satu perusahaan yang terdaftar di Bursa Efek Indonesia.

- 1. Level 1 - harga pembelian (harga pasar) di pasar aktif untuk aset dan liabilitas yang likuid.
- 2. Level 2 - harga pembelian di pasar yang tidak aktif untuk aset dan liabilitas yang likuid.
- 3. Level 3 - harga pembelian di pasar yang tidak aktif untuk aset dan liabilitas yang tidak likuid.

**2. METODE PENELITIAN**

**a. Pendekatan dan metode**

Fair value is the price that would be received in an orderly market for an asset or liability at the measurement date. The fair value measurement is based on the assumptions that the market participants would use when pricing the asset or liability at the measurement date.

- 1. In the active market for the asset or liability.
- 2. In the absence of the active market, or the most advantageous market for the asset or liability.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured as described in the financial statements are categorized into Level 1, Level 2, or Level 3 based on the fair value measurement hierarchy.

- 1. Level 1 - quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- 2. Level 2 - valuations are based on the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- 3. Level 3 - valuations techniques that use the lowest level input that is significant to the fair value measurement is directly or indirectly unobservable.



PT BANGKIA TIRNAS II MANC.  
DIREKSI DAN JUBUK I RUMAH BUKIT PUNJONGH  
Jl. Sengul RT 14 no. 10000-2000 atau Lelaka Brikas  
yang Berada di Pesisir Laut Sengul I no. 10000  
[Nama dan alamat perusahaan, termasuk alamatnya lain]

The official English address of related party are in the following address

PT BANGKIA TIRNAS II MANC.  
DIREKSI DAN JUBUK I RUMAH BUKIT PUNJONGH  
Jl. Sengul RT 14 no. 10000-2000  
atau di Pesisir Laut Sengul I no. 10000  
[Company's address or name],  
including alternative address)

## 2. INFORMASI KELOMPOK MELUARI BATAS (grouped)

## A. MELUARI BATAS (grouped)

### d. Informasi di luar negeri (grouped)

### d. Information of our time (grouped)

Untuk saat ini tidak ada informasi yang dapat secara langsung dilihat laporan keuangan. Perkiraan nilai-nilai seperti pendapatan atau laba perusahaan yang akan segera berakhir adalah merupakan perkiraan. Perkiraan ini dapat saja terjadi yang signifikan lainnya pada saat ini dan dapat secara signifikan pada saat ini atau pada masa mendatang.

For assets and liabilities that are recognized in the financial statements of a reporting bank, the Groupy describes whether assets have been and liabilities have been recognized by recognizing conditions based on the lower level type that is significant to the fair value measurement in a category of the level of our reporting period.

### e. Informasi mata uang asing

### e. Foreign currency translation

Transaksi dalam mata uang asing dipisahkan ke-  
pada uang asing dengan menggunakan nilai  
yang berlaku pada tanggal berakhirnya masa  
laporan keuangan periodik keuangan, and the  
exchange rates used from such date yang  
pendekatan seperti ini dapat menimbulkan  
yang tidak pada tanggal laporan periodik  
keuangan.

Transaction denominated in a foreign  
currency are translated into Rupiah at the  
exchange rate prevailing at the date of the  
statement of the date of measure of  
financial position, monetary assets, and  
liability, as foreign currency are translated at  
the exchange rate prevailing at the date of  
published by their statements.

Pendapatan dan beban mata uang yang  
ditentukan tersebut dalam mata uang yang lain  
dan perbedaan dari nilai-nilai seperti  
perkiraan yang akan pada tanggal  
akhir dari periode bersangkutan ini

Income gain and loss arising on  
translation in foreign currency and on the  
balance of foreign currency monetary assets  
and liability are recognized in the statement  
of profit or loss, and other comprehensive  
income.

Mata uang seperti ini yang merupakan mata  
mata uang tersebut dapat pada tanggal  
pada tanggal 31 Desember atau dari mata  
lainnya adalah lain lain.

The exchange rates used for translate the  
monetary assets and liability, determined at  
foreign currency as of 31 December 2020  
and 2019 are as follow:

	31 Desember/ December 2020
Mata Uang DOLLAR AMERIKA UTARA	18,728

	31 Desember/ December 2019
	18,728
	18,728

### B. Mata dan mata uang

### B. Cash and cash equivalents

Mata dan mata uang merupakan mata uang di bank.  
dan likuiditas lainnya seperti halnya mata  
pada tanggal 31 Desember atau lainnya seperti ini  
tanggal bersangkutan yang tidak terdapat  
perkiraan. Mata dan mata uang yang  
lainnya dan perbedaan dari nilai-nilai seperti  
pendekatan ini dapat pada tanggal  
akhir dari periode bersangkutan ini yang  
lainnya seperti ini.

Cash and cash equivalents include cash on  
hand, bank in bank and other deposits with  
negotiable maturity of three months or less from  
the date of placement, which are not restricted  
and are not pledged or collateral for any  
borrowing and that are readily convertible to  
known amount of cash with a low subject to  
change and risk of a change in value.

**PT BANKING TOMAM PUBLIC**  
DIREKTORAT UMUM KEHUTANAN DAN PERUMAHAN  
Jl. Raya Garuda I No. 1000 Jakarta Selatan  
Telp. (021) 5200 1000  
**PT BANKING TOMAM PUBLIC**  
Kantor Perwakilan Jakarta

Daftar Isi  
Konten

**PT BANKING TOMAM PUBLIC**  
DIREKTORAT UMUM KEHUTANAN DAN PERUMAHAN  
Jl. Raya Garuda I No. 1000 Jakarta Selatan  
Telp. (021) 5200 1000  
**PT BANKING TOMAM PUBLIC**  
Kantor Perwakilan Jakarta

**1. PENDAHULUAN**

**1.1. Latar Belakang**

Salah satu tujuan utama dari perusahaan adalah untuk meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham. Untuk mencapai tujuan tersebut, perusahaan perlu melakukan berbagai kegiatan operasional yang efektif dan efisien. Salah satu kegiatan yang penting adalah pengelolaan keuangan yang baik. Pengelolaan keuangan yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu aspek yang penting dalam pengelolaan keuangan adalah pengelolaan utang. Utang adalah kewajiban yang harus dibayar oleh perusahaan kepada pihak lain. Pengelolaan utang yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu jenis utang yang penting adalah utang jangka panjang. Utang jangka panjang adalah utang yang harus dibayar oleh perusahaan dalam jangka waktu yang lebih dari satu tahun. Pengelolaan utang jangka panjang yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu aspek yang penting dalam pengelolaan utang jangka panjang adalah pengelolaan biaya bunga. Biaya bunga adalah biaya yang harus dibayar oleh perusahaan kepada pemberi pinjaman. Pengelolaan biaya bunga yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu aspek yang penting dalam pengelolaan biaya bunga adalah pengelolaan suku bunga. Suku bunga adalah persentase yang harus dibayar oleh perusahaan kepada pemberi pinjaman. Pengelolaan suku bunga yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

**1.2. Maksud dan Tujuan**

Maksud dari laporan ini adalah untuk memberikan informasi mengenai pengelolaan utang jangka panjang perusahaan. Tujuan dari laporan ini adalah untuk membantu pemegang saham dalam mengambil keputusan mengenai pengelolaan utang jangka panjang perusahaan.

**2. LANDASAN TEORI**

**2.1. Pengertian Utang**

Utang adalah kewajiban yang harus dibayar oleh perusahaan kepada pihak lain. Utang dapat timbul dari berbagai kegiatan operasional perusahaan, seperti pembelian barang dagang, pembelian aset tetap, dan pembelian aset lancar. Utang dapat diklasifikasikan menjadi utang jangka pendek dan utang jangka panjang.

Salah satu jenis utang yang penting adalah utang jangka panjang. Utang jangka panjang adalah utang yang harus dibayar oleh perusahaan dalam jangka waktu yang lebih dari satu tahun. Utang jangka panjang dapat timbul dari berbagai kegiatan operasional perusahaan, seperti pembelian aset tetap dan pembelian aset lancar.

Salah satu aspek yang penting dalam pengelolaan utang jangka panjang adalah pengelolaan biaya bunga. Biaya bunga adalah biaya yang harus dibayar oleh perusahaan kepada pemberi pinjaman. Pengelolaan biaya bunga yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu aspek yang penting dalam pengelolaan biaya bunga adalah pengelolaan suku bunga. Suku bunga adalah persentase yang harus dibayar oleh perusahaan kepada pemberi pinjaman. Pengelolaan suku bunga yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

Salah satu aspek yang penting dalam pengelolaan suku bunga adalah pengelolaan risiko suku bunga. Risiko suku bunga adalah risiko yang timbul dari perubahan suku bunga. Pengelolaan risiko suku bunga yang baik akan membantu perusahaan dalam meningkatkan nilai perusahaan dan memberikan keuntungan bagi pemegang saham.

**2.2. Jenis Utang**

Utang dapat diklasifikasikan menjadi utang jangka pendek dan utang jangka panjang. Utang jangka pendek adalah utang yang harus dibayar oleh perusahaan dalam jangka waktu yang kurang dari satu tahun. Utang jangka panjang adalah utang yang harus dibayar oleh perusahaan dalam jangka waktu yang lebih dari satu tahun.

**PT BANGKITA TERNAS P. MANOK**  
**DAFTAR DAFTAR JURNAL & ARTIKEL DI PUNJUNG**  
 (daftar di 14 no artikel 2008 dan 14 no artikel  
 yang diterbitkan di P. Manok. List of articles  
 [daftar dan daftar jurnal terdahulu  
 termasuk artikel-artikel lain]

The original financial statements related to the  
 financial statements

**PT BANGKITA TERNAS P. MANOK**  
**DAFTAR DAFTAR JURNAL & ARTIKEL DI PUNJUNG**  
 (daftar di 14 no artikel 2008 dan 14 no artikel  
 yang diterbitkan di P. Manok. List of articles  
 [daftar dan daftar jurnal terdahulu  
 termasuk artikel-artikel lain]

**2. INFORMASI KEUANGAN KEUANGAN KEUANGAN**  
 (daftar)

**a. Rincian pendapatan ke-2008 (daftar)**

Di antara tahun 2008 (daftar)

Pada tahun 2008, perusahaan telah mengalami peningkatan pendapatan yang signifikan. Hal ini disebabkan oleh peningkatan penjualan produk-produk unggulan perusahaan. Selain itu, perusahaan juga berhasil meningkatkan efisiensi operasionalnya, yang berkontribusi terhadap peningkatan keuntungan. Semua ini menunjukkan bahwa perusahaan telah berhasil mengatasi tantangan yang dihadapi di tahun-tahun sebelumnya.

**b. Rincian biaya perusahaan**

Pada tahun 2008, perusahaan telah mengalami peningkatan biaya-biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

**3. RINCIAN PENDAPATAN KEUANGAN KEUANGAN**  
 (daftar)

**a. Rincian pendapatan ke-2008 (daftar)**

Di antara tahun 2008 (daftar)

Pada tahun 2008, perusahaan telah mengalami peningkatan pendapatan yang signifikan. Hal ini disebabkan oleh peningkatan penjualan produk-produk unggulan perusahaan. Selain itu, perusahaan juga berhasil meningkatkan efisiensi operasionalnya, yang berkontribusi terhadap peningkatan keuntungan. Semua ini menunjukkan bahwa perusahaan telah berhasil mengatasi tantangan yang dihadapi di tahun-tahun sebelumnya.

**b. Rincian biaya perusahaan**

Pada tahun 2008, perusahaan telah mengalami peningkatan biaya-biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

Pada tahun 2008, perusahaan telah mengalami peningkatan beban biaya yang signifikan. Hal ini disebabkan oleh peningkatan harga-harga bahan baku, peningkatan biaya tenaga kerja, dan peningkatan biaya pemasaran. Selain itu, perusahaan juga mengalami peningkatan biaya-biaya lainnya, seperti biaya-biaya administrasi dan biaya-biaya lainnya. Semua ini menunjukkan bahwa perusahaan telah mengalami peningkatan beban biaya yang signifikan.

PT BANGKAI TONKAW PULVIC  
DIREKTOR JUALAN & PEMERIKSA PUNJARAN  
I suggest in this order 2020 also United States  
yang Berakhlak & Pertiwi. Let's go! I am proud  
[This] has a duty, please carefully,  
because it's very important!

2. **PERNYATAAN DOKUMEN AKUNTANSI BERTENTANG**  
**[Tentative]**

1. **Teguhan untuk piutang**

Teguhan untuk piutang adalah tindakan  
tertentu yang diambil oleh perusahaan yang  
adanya tindakan tersebut: lakukan dan  
itu penting. Periode ini akan sangat penting  
untuk dan untuk itu penting. Setelah  
pembayaran piutang dilakukan dan tidak  
harus diperhatikan bahwa piutang yang  
piutang akan dipertanggungjawabkan agar bisa  
terjadi proses (kumulatif)

1. **Contohnya beberapa permasalahan**

Harus ada mekanisme peninjauan ulang  
dengan peninjauan dan dengan dipertanggungjawabkan  
terutama dengan: hasil perhitungan: dan  
sistemnya

1. **Salah konsep di awal**

Harus ada di awal konsep yang  
tidak masalah untuk hal yang dipertanggungjawabkan  
perusahaan yang akan ada

1. **And being, and look good the end of the year**

**And look**

And look about activities yang mungkin dan  
mungkin dipertanggungjawabkan dengan  
perusahaan yang akan ada (untuk melihat) dan  
layaknya akan ada yang mungkin dipertanggungjawabkan  
dengan perusahaan tersebut

The other things mentioned below are in the  
following order

PT BANGKAI TONKAW PULVIC  
DIREKTOR JUALAN & PEMERIKSA PUNJARAN  
On 12th December 2020  
and for the Year 2020 Period  
[Signature of Director of Sales]  
[Signature of Director]

1. **REPUTATION AND CREDIT RISK**  
**FOR COMPANY (continued)**

1. **FACTORY PROVISION**

Factory provision are recorded in the  
income paid by the Company which are  
calculated based on each category of the  
receivable value. The difference of value  
between the amount paid by the Company  
and the net factory provision is recorded in  
the account income and included over the  
period of the contract every the value has  
already received (Month %)

1. **Provision for Impairment losses**

The Company calculate the provision for  
impairment losses every the reported month  
about the building. (Note number 7)

1. **Physical expenses**

Physical expenses are recorded over the  
period included into the monthly the  
related

1. **Fixed assets, right of use assets and lease  
expense**

**Fixed assets**

Fixed assets are record in cost and  
subsequently amortized every the end  
related and related of cost are accumulated  
depreciation

**PT BANGKHA THAIAS P. MANCO**  
**COUSULE GENERAL I AMBASSADE DE FRANCE**  
 1 rue de la Paix 114 rue de la Paix 75001 Paris  
 1 rue de la Paix 114 rue de la Paix 75001 Paris  
 1 rue de la Paix 114 rue de la Paix 75001 Paris  
 1 rue de la Paix 114 rue de la Paix 75001 Paris

The original financial statements related hereby are in the  
 following language:

**PT BANGKHA THAIAS P. MANCO**  
**AMBADEUR DE LA REPUBLIQUE FRANCAISE**  
 114 rue de la Paix 114 rue de la Paix 75001 Paris  
 114 rue de la Paix 114 rue de la Paix 75001 Paris  
 114 rue de la Paix 114 rue de la Paix 75001 Paris  
 114 rue de la Paix 114 rue de la Paix 75001 Paris

**2) INFORMATION ON THE VALUE AND THE NUMBER OF SHARES**  
 Issued

**1. All share, with full paid, that is not yet issued**  
 (Number)

**Not applicable**

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

Account	Value (in Thai Baht)
Share capital	10
Reserves for shareholders	5
Reserves	1
Reserves for shareholders	10

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

**3) BALANCE SHEET ACCOUNTS AND THE NUMBER OF SHARES**  
 Issued

**1. Total assets, right-of-use assets and other**  
 Intangible Assets

**Not applicable**

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

Account	Value (in Thai Baht)	Percentage	Account	Value (in Thai Baht)
Share capital	10	100%	Share capital	10
Reserves for shareholders	5	50%	Reserves for shareholders	5
Reserves	1	10%	Reserves	1
Reserves for shareholders	10	100%	Reserves for shareholders	10

There is no information regarding the number of shares issued or to be issued.

There is no information regarding the number of shares issued or to be issued.

PT BANGKITA TOMAS P. MARCO  
C/O PT BANGKITA TOMAS P. MARCO  
Jl. Jendral Sudirman No. 100, Jakarta Selatan  
Telp. (021) 5200 1000  
www.bangkita.com

The original financial statements related hereby are in the  
Indonesian language

PT BANGKITA TOMAS P. MARCO  
C/O PT BANGKITA TOMAS P. MARCO  
Jl. Jendral Sudirman No. 100, Jakarta Selatan  
Telp. (021) 5200 1000  
www.bangkita.com

2. **PERNYATAAN KELOMPOK BERTANGGUNG JAWAB**  
(Grouped)

1. **Asas dasar, ruang lingkup, dan metode penyusunan**

**KELOMPOK BERTANGGUNG JAWAB**

PT BANGKITA TOMAS P. MARCO adalah perusahaan yang bergerak di bidang jasa keuangan, asuransi, dan investasi.

Asas dasar penyusunan laporan keuangan kelompok bertanggung jawab adalah prinsip-prinsip akuntansi yang berlaku umum di Indonesia dan prinsip-prinsip akuntansi yang berlaku khusus untuk perusahaan asuransi dan investasi.

Asas dasar penyusunan laporan keuangan kelompok bertanggung jawab adalah prinsip-prinsip akuntansi yang berlaku umum di Indonesia dan prinsip-prinsip akuntansi yang berlaku khusus untuk perusahaan asuransi dan investasi.

Asas dasar penyusunan laporan keuangan kelompok bertanggung jawab adalah prinsip-prinsip akuntansi yang berlaku umum di Indonesia dan prinsip-prinsip akuntansi yang berlaku khusus untuk perusahaan asuransi dan investasi.

Asas dasar penyusunan laporan keuangan kelompok bertanggung jawab adalah prinsip-prinsip akuntansi yang berlaku umum di Indonesia dan prinsip-prinsip akuntansi yang berlaku khusus untuk perusahaan asuransi dan investasi.

Asas dasar penyusunan laporan keuangan kelompok bertanggung jawab adalah prinsip-prinsip akuntansi yang berlaku umum di Indonesia dan prinsip-prinsip akuntansi yang berlaku khusus untuk perusahaan asuransi dan investasi.

1. **Asas dasar, ruang lingkup, dan metode penyusunan**

**Asas dasar penyusunan**

The basic financial statements are prepared and adjusted if appropriate, in each state of affairs of financial position.

The basic financial statements are prepared and adjusted if appropriate, in each state of affairs of financial position.

The basic financial statements are prepared and adjusted if appropriate, in each state of affairs of financial position.

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The basic financial statements are prepared and adjusted if appropriate, in each state of affairs of financial position.

**PT BANGKITA TOMAM P. MANO.**  
**COLORE KUNJALAN I RUMAH BUKAN DI PUNJONGH**  
 I suggest PT is an order 2024 also United States  
 yang Bungkita a Pabrik Lu yang I am about  
 (This) has done your Bungkita  
 business information book

The critical financial information related books are in the  
 following section

**PT BANGKITA TOMAM P. MANO.**  
**AMTUMI PO TUMI RUMAH BUKAN JUMI BUNGKITA**  
 In 2024 December 2024  
 and for the Year Year Pabrik  
 PUNJONGH'S ACCOUNTING OF BUNGKITA  
 business information book

**2) BANGKITA TOMAM P. MANO JUMI BUNGKITA PUNJONGH**  
**Booked**

1. Last today, need book you in the I need the book  
 (booked)

**Last book contains following items**

1. The book contains information on the company's  
 financial position and performance. It includes  
 the balance sheet, income statement, and cash flow  
 statement. The book also provides information on  
 the company's assets, liabilities, and equity. The  
 book is written in Indonesian and is suitable for  
 anyone interested in the company's financial  
 performance. The book is available in both  
 printed and digital formats. The book is written  
 in Indonesian and is suitable for anyone  
 interested in the company's financial performance.  
 The book is available in both printed and digital  
 formats. The book is written in Indonesian and  
 is suitable for anyone interested in the company's  
 financial performance.

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 financial position and performance. It includes  
 the balance sheet, income statement, and cash flow  
 statement. The book also provides information on  
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 statement. The book also provides information on  
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 The book is available in both printed and digital  
 formats. The book is written in Indonesian and  
 is suitable for anyone interested in the company's  
 financial performance.

**3) BANGKITA TOMAM P. MANO JUMI BUNGKITA**  
**Information (booked)**

1. Please provide, right of use, records and  
 Bungkita (booked)

**Information about accounting books**

1. The book contains information on the company's  
 accounting books and provides a guide to  
 recording assets and liabilities for all books  
 with the company. It includes information on  
 the company's assets, liabilities, and equity. The  
 book is written in Indonesian and is suitable for  
 anyone interested in the company's financial  
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2. The book contains information on the company's  
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 in Indonesian and is suitable for anyone  
 interested in the company's financial performance.  
 The book is available in both printed and digital  
 formats. The book is written in Indonesian and  
 is suitable for anyone interested in the company's  
 financial performance.

**PT BAMBANG TOMAS PAPER**  
 CILEUNGSI RUMAH KUNCI 11 PUNJURAN  
 I. tanggal 01 Juli 2024 untuk 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

The original records and/or related records are in the  
 Indonesian language

**PT BAMBANG TOMAS PAPER**  
 JATIHAN PO TAMAN PETAH BUKIT JAYA CILEUNGSI  
 No. 01/24 Desember 2024  
 untuk 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

2) **PERSEKUTUAN BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN**  
 Berakhir

3) **REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN**  
 Berakhir

re. **Daftar Isi**

re. **Table of Contents**

**Daftar Isi**

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

**Daftar Isi**

The registration of Indonesian statements that  
 records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

Reference to GFRG No. 46 Tahun 2024 that  
 is no longer governed by GFRG No. 46  
 Therefore, the Company has decided to process  
 all of the books/records from before/after that as  
 separate files

**MATERI**

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

**Material**

Records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.

Dalam rangka ini dilakukan berdasarkan buku  
 yang telah dibuat oleh perusahaan (PT) sebagai  
 pelaksanaan dari peraturan yang berlaku.

Records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

Under the registration of Indonesian statements that  
 records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

Under the registration of Indonesian statements that  
 records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.

REKORD BUKU KEMUKAAN DAN BUKU KEMUKAAN PUNJURAN  
 Berakhir pada tanggal 01 Juli 2024 atas Undang-Undang  
 yang Berakhir di Pabrik Leunggi I dan akan  
 (Tidak ada detail proses produksi,  
 termasuk informasi lain)

Under the registration of Indonesian statements that  
 records are made in accordance with the law  
 shall be applied for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024, for the year ending  
 December 31, 2024.



**PT BANKING TIMEAS PAMONG**  
**DAFTAR ISIAN** | **DAFTAR ISIAN** | **DAFTAR ISIAN**  
 Tanggal 17/11/2024  
 yang Berjudul: "Pemberitahuan" | dan  
 (Isian) dan daftar isi lainnya.

The critical financial information related to the  
 financial statement

**PT BANKING TIMEAS PAMONG**  
**DAFTAR ISIAN** | **DAFTAR ISIAN** | **DAFTAR ISIAN**  
 Tanggal 17/11/2024  
 yang Berjudul: "Pemberitahuan" | dan  
 (Isian) dan daftar isi lainnya.

**1. PENDAHULUAN**

**a. Tujuan dan Maksud**

**1.1.1. Tujuan**

Jumlah modal yang telah terbayar oleh  
 yang telah dibayar ke pihak lain dan  
 jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
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Jumlah modal yang telah terbayar oleh  
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Jumlah modal yang telah terbayar oleh  
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 pihak lain yang telah terbayar oleh  
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 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

**1.1.2. Maksud**

**1.1.2.1. Maksud**

Jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

**1.1.2.2. Maksud**

Jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

Jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

**2. PEMBAHASAN**

**a. Pembahasan**

**2.1.1. Pembahasan**

The carrying amount of a delivered car asset is  
 reviewed at the end of each reporting period  
 and reduced to the lower of its carrying  
 amount and its recoverable amount. The  
 recoverable amount is the maximum amount  
 that can be recovered from the asset, either  
 through sale or through continued use.  
 The carrying amount of a delivered car asset is  
 reviewed at the end of each reporting period  
 and reduced to the lower of its carrying  
 amount and its recoverable amount. The  
 recoverable amount is the maximum amount  
 that can be recovered from the asset, either  
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 reviewed at the end of each reporting period  
 and reduced to the lower of its carrying  
 amount and its recoverable amount. The  
 recoverable amount is the maximum amount  
 that can be recovered from the asset, either  
 through sale or through continued use.

**b. Kesimpulan**

**2.1.2. Kesimpulan**

Jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

**2.1.2.1. Kesimpulan**

Jumlah modal yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

Jumlah modal yang telah terbayar oleh  
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 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh  
 pihak lain yang telah terbayar oleh

**PT BANKING TERNAS PERSADA**  
**DAFTAR SAHAJAH DAN STRUKTUR PERUSAHAAN**  
 Tanggal 01 Juli 2024 oleh Unit Usaha  
 yang Berada di Luar Negara dan  
 (Tidak termasuk semua Sahaja,  
 termasuk saham-saham lain)

The related financial information related to the  
 following structure

**PT BANKING TERNAS PERSADA**  
**DAFTAR SAHAJAH DAN STRUKTUR PERUSAHAAN**  
 On 01 July 2024  
 excluding the Shareholder  
 (excluding all shares of shares,  
 including shareholding shares)

**1. SAHAJAH DAN STRUKTUR PERUSAHAAN**  
 Berikutan

**2. SAHAJAH DAN STRUKTUR PERUSAHAAN**  
 Berikutan

**1.1. Struktur Sahaja Berikutan**

**1.1. Corporate Structure (Continued)**

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

The shareholding structure and the shareholding structure of the related parties.

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

The shareholding structure is the structure of shares' position in respect of related parties. The shareholding structure is the structure of shares' position in respect of related parties. The shareholding structure is the structure of shares' position in respect of related parties.

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

The shareholding structure is determined by the structure of the shareholders' shareholding position in relation to related parties. The shareholding structure is determined by the structure of the shareholders' shareholding position in relation to related parties.

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

All share services cover are recognized in the structure of shares. All share services cover are recognized in the structure of shares. All share services cover are recognized in the structure of shares.

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

Notwithstanding the shareholders' shareholding in the related parties, the structure of shares' position in relation to related parties is determined in the structure of shares' position in relation to related parties.

Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan. Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

The structure of the related parties' shareholding is determined by the structure of the shareholders' shareholding position in relation to related parties.

- Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.
- Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.
- Struktur Sahaja Berikutan menunjukkan struktur perolehan saham dan struktur perolehan saham berikutan.

- share on the same structure, including structure of shares' position in relation to related parties.
- any change in effect of the shareholding structure in relation to related parties.



**PT BAMBANG TONJAY PAPER**  
**DAFTAR DAFTAR JABATAN DAN TITIK KERJA**  
 (terdapat di 13 no induk 2008 dan 13 no induk  
 yang berakrab di Pabrik Lingsar dan 1 no induk  
 (13 no) dan 13 no induk yang berakrab,  
 termasuk dalam 13 no induk)

**The critical financial indicators related to the  
 following business**

**PT BAMBANG TONJAY PAPER**  
**DAFTAR DAFTAR JABATAN DAN TITIK KERJA**  
 No. 13/2008 Desember 2008  
 and/or the Year Year Period  
**(PARTICULARS OF JOBS AND  
 WORKING PLACES)**  
 (including 13 no. index)

**2) BAMBANG TONJAY PAPER AND ITS 13 NO. INDEX  
 (continued)**

**a. Transactions through plants, plants location**

**Manajemen perusahaan termasuk bagian dari  
 Lokasi. Lokasi yang Lokasi yang dipukul  
 adalah sebagai berikut.**

**13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(1) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(2) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(3) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(1) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(2) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(3) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(4) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(5) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**(6) 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**Manajemen dan 13 no. index yang termasuk dalam 13 no. index  
 (13 no. index)**

**3) BAMBANG TONJAY PAPER AND ITS 13 NO.  
 (continued)**

**a. Transactions with related parties**

**The Company has transactions with related  
 parties. The definition of related parties used is  
 as follows:**

**The Company considers the following as its  
 related parties:**

**(1) a person or a close member of that  
 person's family as defined in its reporting  
 entity's financial statements**

**(2) An entity in which the reporting entity  
 has a significant influence over the  
 reporting entity, or**

**(3) Is a member of the top management  
 personnel of the reporting entity or of  
 a parent of the reporting entity**

**(4) an entity is related to a reporting entity if  
 any of the following conditions apply:**

**(a) the entity and the reporting entity are  
 members of the same group (with a  
 parent, that such parent, subsidiary  
 and fellow subsidiary is related to the  
 entity)**

**(b) the entity is an associate or joint  
 venture of the other entity (or an  
 associate or joint venture of a  
 member of a group) with the other  
 entity as a member)**

**(c) both entities are joint ventures of the  
 same third party**

**(d) the entity is a joint venture of a third  
 party and the other entity is an  
 associate of the third party**

**(e) the entity is a past, present or  
 future joint venture for the benefit of  
 employees of either the reporting  
 entity or an entity related to the  
 reporting entity. If the reporting entity  
 is itself such a joint venture, the reporting  
 employees are also related to the  
 reporting entity**

**(f) the entity is controlled or jointly  
 controlled by a person identified in  
 (b)**

**(g) a person identified in (b) has  
 significant influence over the entity or  
 is a member of the top management  
 personnel of the entity (or of a parent  
 of the entity)**

**All associated transactions with related parties  
 are disclosed in the notes to the financial  
 statements.**

**PT BANGKITA TOMAM PAPER**  
**DAFTAR ISIAN** | **DAFTAR ISI** | **DAFTAR KONTEN**  
 Tanggal 07/11/2023, nomor 0001/2023 atas Undang-Undang  
 yang Berjudul "Pajak" dan tanggal 1 ini adalah  
**[Daftar Isi dan Daftar Isi]**  
 bersama-sama dengan ini.

The original financial statements prepared hereby are in the  
 Indonesian language.

**PT BANGKITA TOMAM PAPER**  
**DAFTAR ISIAN** | **DAFTAR ISI** | **DAFTAR KONTEN**  
 Tanggal 07/11/2023, nomor 0001/2023 atas Undang-Undang  
 yang Berjudul "Pajak" dan tanggal 1 ini adalah  
**[Daftar Isi dan Daftar Isi]**  
 bersama-sama dengan ini.

**2. PERUBAHAN KONTEN DAFTAR ISI / PERUBAHAN KONTEN**  
 Berikutnya:

**2.1. Perubahan Konten Daftar Isi**

Berikutnya adalah daftar perubahan pada  
 dan yang akan diumumkan secara berkala,  
 dan perubahan pada dan yang akan  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

Melalui perubahan ini, maka akan  
 dan perubahan ini akan diumumkan secara  
 dan yang akan diumumkan secara berkala,  
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 dan yang akan diumumkan secara berkala,
- dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,

**3. PERUBAHAN KONTEN DAFTAR ISI / PERUBAHAN KONTEN**  
 Berikutnya:

**3.1. Perubahan Konten Daftar Isi**

Berikutnya adalah daftar perubahan pada  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

Melalui perubahan ini, maka akan  
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 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

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 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

Melalui perubahan ini, maka akan  
 dan perubahan ini akan diumumkan secara  
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 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

Melalui perubahan ini, maka akan  
 dan perubahan ini akan diumumkan secara  
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 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala,  
 dan yang akan diumumkan secara berkala.

Melalui perubahan ini, maka akan  
 dan perubahan ini akan diumumkan secara  
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 dan yang akan diumumkan secara berkala,  
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- dan yang akan diumumkan secara berkala,  
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 dan yang akan diumumkan secara berkala,

**PT BAMBANG TOMAS PABLOK**  
**COLLEGE OF BUSINESS & FINANCE**  
 1 tanggal 07 Juli 2019 oleh: Ushah Sriband  
 yang Berjudul: **Praktek** **Accounting** **dan** **audit**  
**(Praktek dan audit pada perusahaan)**  
 termasuk dalam materi: **audit**

The critical financial statements related items are in the following account

**PT BAMBANG TOMAS PABLOK**  
**COLLEGE OF BUSINESS & FINANCE**  
 07 July 2019 by: Ushah Sriband  
 titled: **Praktek** **Accounting** **and** **audit**  
**(Praktek dan audit pada perusahaan)**  
 included in the material: **audit**

**2) BANCHEK DAN KAS (BANK AND CASH)**  
**Praktek**

**1. BANCHEK DAN KAS (BANK AND CASH)**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

- **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

**2. Praktek dan audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

**2) BANK AND ACCOUNTING**  
**Praktek**

**1. BANK AND ACCOUNTING**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

- **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

**2. Praktek dan audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

1) **Banc** adalah rekening yang ada di bank. **Praktek** **Accounting** **dan** **audit**

**PT BANGKAI TOMAM PULAU**  
DIDIRIKAN PADA TAHUN 1976 DAN BERKANTOR DI PUNJANG  
KAWASAN PERUMAHAN PERUMAHAN  
Jumlah modal PT B adalah Rp 2000 juta. Modal tersebut  
yang dimiliki oleh PT B adalah sebagai berikut:  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

Perubahan modal tersebut adalah sebagai berikut:  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

**PT BANGKAI TOMAM PULAU**  
DIDIRIKAN PADA TAHUN 1976 DAN BERKANTOR DI PUNJANG  
KAWASAN PERUMAHAN PERUMAHAN  
Jumlah modal PT B adalah Rp 2000 juta. Modal tersebut  
yang dimiliki oleh PT B adalah sebagai berikut:  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

2. BANGKAI TOMAM PULAU  
[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

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kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

[[Data lain dalam jawaban tersebut,  
kemungkinan ada yang salah]]

**PT BANKING TERNAS PERSADA  
 DAN REKREASI LAINNYA  
 (Terns) Tbk dan Anak Perusahaannya  
 yang Berada di Pihak Lain yang  
 (Terns) Tbk dan Anak Perusahaannya  
 termasuk dalam laporan ini.**

**The related financial information included herein are in the  
 following format:**

**PT BANKING TERNAS PERSADA  
 DAN REKREASI LAINNYA  
 (Terns) Tbk dan Anak Perusahaannya  
 yang Berada di Pihak Lain yang  
 (Terns) Tbk dan Anak Perusahaannya  
 termasuk dalam laporan ini.**

**2) PERUBAHAN KELEBIHAN LUCU DAN KURANG LUCU PERIODE  
 Berhubungan**

**a) Perubahan kebijakan akuntansi dan pengungkapan**

Perubahan dalam neraca laba rugi akuntansi terdapat pada lampiran 7. Jumlah total yang terungkap sebagai berikut:

**a) Alokasian HANK di Mengikuti aturan  
 mutlak pada pengungkapan laporan  
 keuangan**

Alokasian di berbagai periode dan waktu untuk memastikan bahwa seluruh pengungkapan mutlak sesuai dengan standar akuntansi yang berlaku. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama.

**a) Alokasian biaya di AOB yang HANK  
 dan biaya yang sama yang HANK dan**

Alokasian di sisi neraca laba rugi akuntansi untuk memastikan bahwa seluruh pengungkapan mutlak sesuai dengan standar akuntansi yang berlaku. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama.

**- Alokasian PDAK di Kiblat Alkitab,  
 Naubate Central Alkitab, dan Kiblat  
 Alkitab Alkitab Alkitab**

Alokasian di sisi neraca laba rugi akuntansi untuk memastikan bahwa seluruh pengungkapan mutlak sesuai dengan standar akuntansi yang berlaku. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama. Pengungkapan mutlak ini dilakukan dengan menggunakan metode yang sama.

**2) MUTUAK AKUNTANSI DAN  
 PENGUNGKAPAN (continued)**

**a) Changes in accounting policies and disclosures**

The Company adopted the following accounting standards which are considered relevant starting on 1 January 2020:

**a) Amendment of HANK / Amendment of  
 basic standards. The amendment requires  
 policy**

The amendment requires parties and receipts to help entities apply consistently beginning to accounting policy disclosure. The amendment aims to help entities provide accounting policy disclosure. The amendment aims to help entities provide accounting policy disclosure. The amendment aims to help entities provide accounting policy disclosure. The amendment aims to help entities provide accounting policy disclosure.

**a) Amendment of HANK in basic standards.  
 Financial statements disclosure (Terns)**

The amendment prohibits entities to state / from the cost of an item of stock asset any amount from selling these goods while bringing the cost to the account and condition necessary for it to be capable of providing to the market provided by companies listed, in early recognition the purchase price, selling cost, and the cost of providing these goods, as the purchase cost.

**- Amendment of PDAK di Accounting Policies  
 Disclosure Accounting Disclosure and Error -  
 Disclosure Accounting Disclosure**

The amendment introduces a definition of 'accounting estimates' and clarifies the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities can determine measurement and apply it during an accounting period.



**PT BANGKHA THAIAS P. MANCO**  
**COMPLIANCE OFFICER**  
 I suggest that we order JODI also United States  
 yang Berada di Pada. Lu dapat I am about  
 (This has done your English,  
 because it's your first)

The critical financial metrics to be used here are in the  
 following format:  
**PT BANGKHA THAIAS P. MANCO**  
**COMPLIANCE OFFICER**  
 I suggest that we order JODI also United States  
 yang Berada di Pada. Lu dapat I am about  
 (This has done your English,  
 because it's your first)

**1. FINANCIAL STATEMENTS AND OTHER INFORMATION (continued)**

a. Evaluation of the financial statements and disclosures (continued)

b. Assessment of the risk of material misstatement of the financial statements based on the risk of fraud (continued)

Assessment of the financial statements and disclosures and the risk of material misstatement based on the risk of fraud (continued)

Management has provided the following information to the auditor:

**2. FINANCIAL STATEMENTS AND OTHER INFORMATION**

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

**3. Management**

Management has provided the following information to the auditor:

**4. Management and Internal Controls**

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

**2. FINANCIAL STATEMENTS AND OTHER INFORMATION (continued)**

a. Changes in accounting policies and disclosures (continued)

b. Assessment of the risk of material misstatement of the financial statements based on the risk of fraud (continued)

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

**3. MANAGEMENT AND INTERNAL CONTROLS**

The preparation of the Company's financial statements requires management to make judgments, estimates, and assumptions that affect the reported amounts of assets, liabilities, equity, and income, and the disclosure of contingent liabilities, if the end of the reporting period.

Management also uses these assumptions and estimates to make judgments about the nature and extent of the assets, liabilities, and equity of the Company and the disclosure of contingent liabilities, if the end of the reporting period.

**4. Management**

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

**5. Management and Internal Controls**

The financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States of America and the accounting principles of the Company.

PT BAMBANG TOMAM PAPER  
 CO. LTD. (SIKIL) (LAFI) (SIKIL) (LAFI)  
 (Incorporated in the State of New York under the laws of the State of New York)  
 (SIKIL) (LAFI) (SIKIL) (LAFI)  
 (Incorporated in the State of New York)

The critical financial ratios and related items are in the following section:

PT BAMBANG TOMAM PAPER CO.  
 LIMITED (SIKIL) (LAFI) (SIKIL) (LAFI)  
 (Incorporated in the State of New York)  
 (SIKIL) (LAFI) (SIKIL) (LAFI)  
 (Incorporated in the State of New York)

3. **FINANCIAL POSITION, FINANCIAL RISK MANAGEMENT, AND CAPITAL RESOURCES**

**Financial Position**

**Financial Position**

Management discusses the condition of the financial position of the Company, including the Company's financial position, financial performance, and financial risk management. Management also discusses the Company's financial position, financial performance, and financial risk management. Management also discusses the Company's financial position, financial performance, and financial risk management.

**Financial Position**

a. **Company's financial position**

PTSC is a public company whose financial position is subject to the risk of financial distress. The Company's financial position is subject to the risk of financial distress. The Company's financial position is subject to the risk of financial distress.

b. **Financial risk**

Management discusses the Company's financial risk management. Management discusses the Company's financial risk management. Management discusses the Company's financial risk management.

c. **Financial risk management**

Management discusses the Company's financial risk management. Management discusses the Company's financial risk management. Management discusses the Company's financial risk management.

4. **FINANCIAL PERFORMANCE, FINANCIAL RISK MANAGEMENT, AND CAPITAL RESOURCES**

**Financial Performance**

**Financial Performance**

The Company's management has made an assessment of the Company's ability to continue as a going concern and it advised that the Company has the resources to continue in business for the foreseeable future. Management has assessed the financial position, financial performance, and financial risk management of the Company. Management has assessed the financial position, financial performance, and financial risk management of the Company.

**Financial Performance**

a. **Financial performance**

PTSC is subject to the risk of financial distress. The Company's financial position is subject to the risk of financial distress. The Company's financial position is subject to the risk of financial distress.

b. **Financial risk**

Management discusses the Company's financial risk management. Management discusses the Company's financial risk management. Management discusses the Company's financial risk management.

c. **Financial risk management**

Management discusses the Company's financial risk management. Management discusses the Company's financial risk management. Management discusses the Company's financial risk management.

**PT BANGKITA TIRAMAS P. MANC.**  
**DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG**  
 I suggest that it is an order book and should be  
 yang memiliki a Pabrik. Let's say I am about  
 (This) has a data yang memiliki  
 termasuk dalam kategori lain

3. **PT BANGKITA TIRAMAS P. MANC.**  
**DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG**

Penelitian dan Laporan (as follows)

a. **Profil perusahaan**

Perusahaan adalah sebuah organisasi dalam  
 yang memiliki tujuan dan tujuan yang terorganisir  
 leader. Tujuan, termasuk dan perantara  
 ke arah yang berkaitan dengan organisasi adalah  
 untuk menghasilkan keuntungan untuk semua.  
 Hal ini berarti bahwa organisasi adalah jenis  
 organisasi yang memiliki tujuan yang  
 khusus untuk mencapai tujuan yang terorganisir  
 secara

b. **Profil keuangan**

Jenis profil keuangan adalah sebuah jenis profil  
 keuangan yang memiliki (accountable) pada  
 untuk melakukan sebagai salah satu jenis  
 laporan yang telah diteliti.

Jumlah perusahaan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 dapat dilihat, yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki  
 jenis keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang

c. **Manajemen dan struktur organisasi**

Manajemen adalah sebuah jenis organisasi yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
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 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang

Manajemen (jenis) adalah sebuah jenis organisasi yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang

The critical financial information related to the  
 financial structure

**PT BANGKITA TIRAMAS P. MANC.**  
**DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG**  
 DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG  
 DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG  
 DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG  
 DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG

4. **PT BANGKITA TIRAMAS P. MANC.**  
**DAFTAR DAFTAR JURNAL & LAMPIRAN DI PUNJUNG**

Penelitian dan Laporan (as follows)

a. **Manajemen**

Organisasi adalah sebuah organisasi dalam  
 yang memiliki tujuan dan tujuan yang terorganisir  
 leader. Tujuan, termasuk dan perantara  
 ke arah yang berkaitan dengan organisasi adalah  
 untuk menghasilkan keuntungan untuk semua.  
 Hal ini berarti bahwa organisasi adalah jenis  
 organisasi yang memiliki tujuan yang  
 khusus untuk mencapai tujuan yang terorganisir  
 secara

b. **Penelitian dan Laporan**

Penelitian dan Laporan adalah sebuah jenis profil  
 keuangan yang memiliki (accountable) pada  
 untuk melakukan sebagai salah satu jenis  
 laporan yang telah diteliti.

Jumlah perusahaan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
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 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang

c. **Manajemen dan struktur organisasi**

Manajemen adalah sebuah jenis organisasi yang  
 yang memiliki jenis keuangan yang memiliki jenis  
 keuangan yang memiliki jenis keuangan yang  
 yang memiliki jenis keuangan yang memiliki jenis  
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 keuangan yang memiliki jenis keuangan yang  
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 keuangan yang memiliki jenis keuangan yang

The issue for this study covers the  
 financial structure of the PT BANGKITA TIRAMAS P. MANC.  
 financial structure of the PT BANGKITA TIRAMAS P. MANC.  
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PT BANGKINI TOMAS P MANO  
 COLLEGE OF BUSINESS & FINANCIAL  
 Management 11 is an online course which is a  
 young specialist in Finance. The course is an online  
 (class) has a focus on financial  
 business management.

The online course content is related to the  
 business course

PT BANGKINI TOMAS P MANO  
 COLLEGE OF BUSINESS & FINANCIAL  
 Management 11 is an online course which is a  
 young specialist in Finance. The course is an online  
 (class) has a focus on financial  
 business management.

3. **PT BANGKINI TOMAS P MANO COLLEGE OF BUSINESS & FINANCIAL**

Business class: Business (in detail)

- 1. The online course content is related to the business course

Business management class is a course that focuses on the management of business activities, such as financial, human resources, and marketing. The course is designed to provide students with the necessary skills and knowledge to manage a business effectively.

Business management class is a course that focuses on the management of business activities, such as financial, human resources, and marketing. The course is designed to provide students with the necessary skills and knowledge to manage a business effectively.

3. **PT BANGKINI TOMAS P MANO COLLEGE OF BUSINESS & FINANCIAL**

Business class: Business (in detail)

- 1. The online course content is related to the business course

The online course content is related to the business course

The online course content is related to the business course

4. **DATA DAN S. TATA RAS**

4. **DATA DAN S. TATA RAS**

No	PT Bangkini	PT Bangkini	No	PT Bangkini
	MANO	MANO		
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
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	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000
	1000	1000		1000

PT BANKING TERNAS Tbk  
 OLEH RAJA JULIANI & PARTNER IN PUNJARAN  
 I suggest PT TA as under 200% above Market Value  
 yang Berhasil & Pasti. Luas ruang I am about  
 (I have been advised by various companies  
 because of my position in bank)

The critical financial indicators related to the  
 following company

PT BANKING TERNAS Tbk  
 JAYATI PO TIU TIU PARTNERSHIP  
 No 17/14 Desember 2016  
 and/or the Year Year Period  
 (Liquidity of Assets of Bank)  
 (Annual information release)

A. IN THE YEAR OF 1994-2000 (Sample Data)

A. COMPANY'S FINANCIAL POSITION (continued)

	PT BANKING 1994-2000	PT BANKING 1994-2000	
<b>Non-current Assets</b>			<b>Good to be sold (continued)</b>
<b>Plant, Equipment, Furniture, etc.</b>			<b>Plant, Equipment, Furniture, etc.</b>
PT Bank 1994 Above Information	14	14	PT Bank 1994 Above Information
PT Bank 1994-2000 (continued)	15	15	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	16	16	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	17	17	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	18	18	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	19	19	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	20	20	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	21	21	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	22	22	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	23	23	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	24	24	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	25	25	PT Bank 1994-2000 (continued)
	<b>7-25</b>	<b>7-25</b>	
<b>Plant, Equipment, Furniture, etc.</b>			<b>Plant, Equipment, Furniture, etc.</b>
PT Bank 1994 (continued)	26-30	26-30	PT Bank 1994 (continued)
PT Bank 1994-2000 (continued)	31	31	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	32	32	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	33	33	PT Bank 1994-2000 (continued)
	<b>7-34</b>	<b>7-34</b>	
<b>Deposits on Cash</b>			<b>Deposits on Cash</b>
PT Bank 1994 (continued)	34-38	34-38	PT Bank 1994 (continued)
PT Bank 1994-2000 (continued)	39	39	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	40	40	PT Bank 1994-2000 (continued)
PT Bank 1994-2000 (continued)	41	41	PT Bank 1994-2000 (continued)
	<b>7-41</b>	<b>7-41</b>	
<b>Deposits on Cash</b>			<b>Deposits on Cash</b>
PT Bank 1994 (continued)	42-46	42-46	PT Bank 1994 (continued)
PT Bank 1994-2000 (continued)	47	47	PT Bank 1994-2000 (continued)
	<b>7-47</b>	<b>7-47</b>	

Jangka waktu di atas ini menunjukkan yang diteliti oleh  
 PT Bank 1994-2000 adalah data bulanan.

The period above depends on the Company's  
 own work.

Untuk lebih jelasnya mengenai data yang  
 telah saya sampaikan kepada Bapak/Ibu, saya  
 telah lampirkan dalam bentuk file yang  
 dapat dilihat.

For more details, see the attached file  
 or contact the Company's contact person  
 and/or the Company's contact person.

	PT BANKING 1994-2000	PT BANKING 1994-2000	PT BANKING 1994-2000
<b>Deposits on Cash</b>	100%	100%	100%
PT Bank 1994 (continued)	48-52	48-52	48-52
PT Bank 1994-2000 (continued)	53	53	53
PT Bank 1994-2000 (continued)	54	54	54
PT Bank 1994-2000 (continued)	55	55	55
	<b>7-55</b>	<b>7-55</b>	<b>7-55</b>

I have been advised by various companies  
 because of my position in bank.

For more details, see the attached file  
 or contact the Company's contact person  
 and/or the Company's contact person.

PT BANKING TOMAM FINANSIAL  
 CILEKSI SUKSES JALAN 1 SUKSES SUKSES SUKSES SUKSES  
 I suggest it is an order 2019 also United States  
 yang Berhasil a Pabrik. Lu dapat I am asked  
 (I have) has -dishes -pabrik Berhasil,  
 termasuk seluruhnya telah

The critical financial indicators related to the  
 financial system

PT BANKING TOMAM FINANSIAL  
 SUKSES SUKSES SUKSES SUKSES SUKSES SUKSES  
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5. RINGKASAN RUMUS RUMUS RUMUS RUMUS

A. RINGKASAN RUMUS RUMUS RUMUS RUMUS

	H Expected December 2019	H Expected December 2020	
Pengaruh dari faktor-faktor - 2019	73.405.800	41.000.000	Current financial system - 2019
<b>OKASAM</b>			LAMA
PA TERPADU BERKUALITAS - BERKUALITAS			MANAGEMENT - BERKUALITAS
Berkualitas			Berkualitas
Pengaruh dari faktor-faktor - 2019	20.000.000	10.000.000	Current financial system - 2019
PA TERPADU BERKUALITAS	20.000.000	10.000.000	MANAGEMENT
<b>OKASAM</b>			LAMA
PA TERPADU BERKUALITAS			MANAGEMENT
Berkualitas			Berkualitas
Pengaruh dari faktor-faktor - 2019	10.000.000	5.000.000	Current financial system - 2019
PA TERPADU BERKUALITAS	10.000.000	5.000.000	MANAGEMENT
<b>OKASAM</b>			LAMA
PA TERPADU BERKUALITAS			MANAGEMENT
Berkualitas			Berkualitas
Pengaruh dari faktor-faktor - 2019	5.000.000	2.500.000	Current financial system - 2019
PA TERPADU BERKUALITAS	5.000.000	2.500.000	MANAGEMENT
<b>OKASAM</b>			LAMA
PA TERPADU BERKUALITAS			MANAGEMENT
Berkualitas			Berkualitas
Pengaruh dari faktor-faktor - 2019	2.500.000	1.250.000	Current financial system - 2019
PA TERPADU BERKUALITAS	2.500.000	1.250.000	MANAGEMENT
<b>OKASAM</b>			LAMA
PA TERPADU BERKUALITAS			MANAGEMENT
Berkualitas			Berkualitas
<b>TOTAL</b>	<b>100.000.000</b>	<b>50.000.000</b>	<b>TOTAL</b>

Indikator yang menunjukkan keberhasilan  
 indikator yang menunjukkan keberhasilan  
 indikator yang menunjukkan keberhasilan  
 indikator yang menunjukkan keberhasilan

The changes in the company value of customer  
 strategy respectively classified as described by  
 (Lama) for the period 2019/2020 and  
 2020/2021, as follows.

3 | Bank of Indonesia

	2019	2020	2021	Total	
<b>PT BANKING TOMAM FINANSIAL</b>					<b>Current financial system</b>
Pengaruh dari faktor-faktor - 2019	73.405.800	41.000.000			LAMA
PA TERPADU BERKUALITAS - BERKUALITAS					MANAGEMENT - BERKUALITAS
Berkualitas					Berkualitas
Pengaruh dari faktor-faktor - 2019	20.000.000	10.000.000			Current financial system - 2019
PA TERPADU BERKUALITAS	20.000.000	10.000.000			MANAGEMENT
<b>OKASAM</b>					LAMA
PA TERPADU BERKUALITAS					MANAGEMENT
Berkualitas					Berkualitas
Pengaruh dari faktor-faktor - 2019	10.000.000	5.000.000			Current financial system - 2019
PA TERPADU BERKUALITAS	10.000.000	5.000.000			MANAGEMENT
<b>OKASAM</b>					LAMA
PA TERPADU BERKUALITAS					MANAGEMENT
Berkualitas					Berkualitas
Pengaruh dari faktor-faktor - 2019	5.000.000	2.500.000			Current financial system - 2019
PA TERPADU BERKUALITAS	5.000.000	2.500.000			MANAGEMENT
<b>OKASAM</b>					LAMA
PA TERPADU BERKUALITAS					MANAGEMENT
Berkualitas					Berkualitas
<b>TOTAL</b>	<b>100.000.000</b>	<b>50.000.000</b>	<b>TOTAL</b>	<b>100.000.000</b>	<b>TOTAL</b>
<b>TOTAL</b>	<b>100.000.000</b>	<b>50.000.000</b>	<b>TOTAL</b>	<b>100.000.000</b>	<b>TOTAL</b>

**PT BANGKITA TENGAH PAMONG**  
**DAFTAR RENCANA KERJA DAN LAPORAN PERTANGGUNGJAWABAN**  
 I disusun di Jakarta, pada tanggal 20 Desember 2022  
 yang berisikan: a. Peta Jalan Kerja  
 b. Daftar RENCANA KERJA  
 c. Laporan PERTANGGUNGJAWABAN

The original financial statements included herein are in the Indonesian language

**PT BANGKITA TENGAH PAMONG**  
**STATEMENT OF WORK PLAN AND ACCOUNTABILITY REPORT**  
 As of 20 December 2022  
 containing: a. Roadmap  
 b. Statement of Work Plan  
 c. Statement of Accountability Report

**2. DAFTAR RENCANA KERJA DAN LAPORAN PERTANGGUNGJAWABAN**

**2. STATEMENT OF WORK PLAN AND ACCOUNTABILITY REPORT**

PERENCANAAN DAN PELAKSANAAN RENCANA PERTANGGUNGJAWABAN dengan melibatkan seluruh jajaran manajemen yang akan melaksanakan tugas-tugas tersebut akan dilaksanakan secara bertahap, sesuai dengan kondisi perusahaan.

The company is the company that is conducting strategic activities classified as "strategic" by scope for the year ended 2022 for the value "RUP" and "RUP", see as follows: (continued)

	PT BANGKITA TENGAH PAMONG				REMARKS
	2021	2022	2023	2024	
<b>REVENUE</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>	<b>11,000</b>	
Revenue from operations	10,700	10,800	10,900	11,000	Revenue from operations
Revenue from other operations	0	0	0	0	Revenue from other operations
Revenue from other operations	0	0	0	0	Revenue from other operations
Revenue from other operations	0	0	0	0	Revenue from other operations
<b>EXPENSES</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>	<b>11,000</b>	
Operating expenses	10,700	10,800	10,900	11,000	Operating expenses
Other expenses	0	0	0	0	Other expenses
Other expenses	0	0	0	0	Other expenses
Other expenses	0	0	0	0	Other expenses
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

REVENUE AND EXPENSES WILL BE MONITORED MONTHLY AND QUARTERLY REPORTS WILL BE SUBMITTED TO THE BOARD OF DIRECTORS.

All revenues (including interest) generated by Grouping are to be used for the maintenance, expansion, and development of capital.

REVENUE AND EXPENSES WILL BE MONITORED MONTHLY AND QUARTERLY REPORTS WILL BE SUBMITTED TO THE BOARD OF DIRECTORS.

The goal of revenue (including interest) for each vehicle range between 0.1 - 0.5 percent.

REVENUE AND EXPENSES WILL BE MONITORED MONTHLY AND QUARTERLY REPORTS WILL BE SUBMITTED TO THE BOARD OF DIRECTORS.

Efficiency of consumer financing activities - gross income as of 31 December 2022 and 2023 which will be reached then consumer loan/credit will be stable, see as follows.

	31 December 2022	31 December 2023	31 December 2024
<b>Total</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>
1 - 2022	10,700	10,800	10,900
21 - 30 2022	0	0	0
31 - 31 2022	0	0	0
31 2022	0	0	0
<b>Total</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>
1 - 2023	10,700	10,800	10,900
21 - 30 2023	0	0	0
31 - 31 2023	0	0	0
31 2023	0	0	0
<b>Total</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>
1 - 2024	10,700	10,800	10,900
21 - 30 2024	0	0	0
31 - 31 2024	0	0	0
31 2024	0	0	0
<b>Total</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>

PT BAMBANG TOMAS P. MANO,  
 COLE NG NG JULIE I. LUPA NG NG PUNAYAN  
 I nagpaalalita ito sa unang 2009 na United States  
 pang-Barangay sa Pook. Sa ngayon, I am asked  
 [Itinatag] ang dalub-dalub pang-Barangay,  
 kasama ang mga kasapi.

The original records submitted related hereto are in the  
 following manner:  
 PT BAMBANG TOMAS P. MANO,  
 JULIETTE NG NG JULIE I. LUPA NG NG PUNAYAN  
 On 07/24 December 2009  
 established the New Town Pook  
 Barangay in accordance of law,  
 (attached documents follow)

2. **PT BAMBANG TOMAS P. MANO I LUPA NG NG PUNAYAN** (see attached)  
 I CANONICAL RECORDS (CERTIFICATE OF INCORPORATION) IN THE  
 BARANGAY OFFICE (C/O) NG NG NG NG NG NG NG NG NG NG  
 PT BAMBANG TOMAS P. MANO, ANG NG NG NG NG NG NG NG NG NG NG

3. **CONCLUSION** (PROLOGUE) (PROLOGUE) (PROLOGUE) (PROLOGUE)  
 Attached records (CERTIFICATE OF INCORPORATION) IN THE  
 BARANGAY OFFICE (C/O) NG NG NG NG NG NG NG NG NG NG  
 and 2009, are as follows.

	IN BARANGAY OFFICE (C/O)
NAME	TOMAS
Address	12345
City	12345
Postal Code	12345

	IN BARANGAY OFFICE (C/O)	DATE
NAME	TOMAS	12/24/09
Address	12345	12/24/09
City	12345	12/24/09
Postal Code	12345	12/24/09

ANOTHER SET OF RECORDS (CERTIFICATE OF INCORPORATION) IN THE  
 BARANGAY OFFICE (C/O) NG NG NG NG NG NG NG NG NG NG

The copy records of customer history  
 are as follows, (see attached).

	IN BARANGAY OFFICE (C/O)
NAME	TOMAS
Address	12345
City	12345
Postal Code	12345

	IN BARANGAY OFFICE (C/O)	DATE
NAME	TOMAS	12/24/09
Address	12345	12/24/09
City	12345	12/24/09
Postal Code	12345	12/24/09

Public Records (Certificate of Incorporation) - State Records  
 (attached records follow) (see attached)

Courtesy Records (Certificate of Incorporation) - State Records  
 (attached records follow) (see attached)

	IN BARANGAY OFFICE (C/O)
NAME	TOMAS
Address	12345
City	12345
Postal Code	12345

	IN BARANGAY OFFICE (C/O)	DATE
NAME	TOMAS	12/24/09
Address	12345	12/24/09
City	12345	12/24/09
Postal Code	12345	12/24/09

Public Records (Certificate of Incorporation) - State Records  
 (attached records follow) (see attached)

The records in the records are separated  
 from the year ended 31 December 2009 and  
 2008 are as follows:

	IN BARANGAY OFFICE (C/O)
NAME	TOMAS
Address	12345
City	12345
Postal Code	12345

	IN BARANGAY OFFICE (C/O)	DATE
NAME	TOMAS	12/24/09
Address	12345	12/24/09
City	12345	12/24/09
Postal Code	12345	12/24/09



**IT BANGKOK THAIAS P.MANOL**  
**COMERCE AND TRADE DEPARTMENT**  
 Bangkok 10110, Thailand  
 Tel: 662 254 1111  
 Fax: 662 254 1112  
 E-mail: [it@bangkok.go.th](mailto:it@bangkok.go.th)

The official website address of Bangkok is at the  
<http://www.bangkok.go.th>

**IT BANGKOK THAIAS P.MANOL**  
**COMERCE AND TRADE DEPARTMENT**  
 Bangkok 10110, Thailand  
 Tel: 662 254 1111  
 Fax: 662 254 1112  
 E-mail: [it@bangkok.go.th](mailto:it@bangkok.go.th)

**3. BANGKOK THAIAS P.MANOL (continued)**

Public charges include government fees and taxes, including a value added tax (VAT) on all services provided (5%).

**4. BANGKOK THAIAS P.MANOL (continued)**

The Government of Bangkok is reporting losses for years ended 31 December 2002 and 2003, as follows (continued):

	IT BANGKOK THAIAS P.MANOL				REMARKS
	2001	2002	2003	Total	
Revenue	1,234,567	1,234,567	1,234,567	3,703,701	
Operating expenses	(1,000,000)	(1,000,000)	(1,000,000)	(3,000,000)	
Operating income	234,567	234,567	234,567	703,701	
Other income	100,000	100,000	100,000	300,000	
Other expenses	(50,000)	(50,000)	(50,000)	(150,000)	
Net income	284,567	284,567	284,567	853,701	
Revenue	1,234,567	1,234,567	1,234,567	3,703,701	
Operating expenses	(1,000,000)	(1,000,000)	(1,000,000)	(3,000,000)	
Operating income	234,567	234,567	234,567	703,701	
Other income	100,000	100,000	100,000	300,000	
Other expenses	(50,000)	(50,000)	(50,000)	(150,000)	
Net income	284,567	284,567	284,567	853,701	

PT BANKING TERNAS Tbk.  
DIREKTOR JENDERAL KEPANITERAAN  
KORPORASI  
Jl. Jendral Sudirman Kav. 52/1 Jakarta 10119  
Telp. (021) 5200 2000 Fax. (021) 5200 2001  
www.bankternas.com

The original financial statements related hereby are in the  
Indonesian language

PT BANKING TERNAS Tbk.  
DIREKTOR JENDERAL KEPANITERAAN  
KORPORASI  
Jl. Jendral Sudirman Kav. 52/1 Jakarta 10119  
Telp. (021) 5200 2000 Fax. (021) 5200 2001  
www.bankternas.com

3. **PERUBAHAN PERSEDIAAN KONSOLIDASI (lanjutan)**

Salah satu penyebab perubahan persediaan di Bankita pada dan pada tanggal 31 Desember 2022 adalah sebagai berikut:

Jumlah nilai persediaan yang terakumulasi pada tanggal 31 Desember 2022 adalah sebagai berikut:

Perubahan persediaan komersial yang diakumulasi pada tanggal 31 Desember 2022 adalah sebagai berikut:

Pada tanggal 31 Desember 2022, persediaan komersial yang diakumulasi sebagai persediaan komersial yang tersedia pada tanggal 31 Desember 2022 adalah sebagai berikut:

Salah satu penyebab utama perubahan persediaan komersial adalah sebagai berikut:

4. **LOAN LOSS PROVISION (KONSOLIDASI)**

All figures being reported as of 31 December 2022 and 2021 are collectively reviewed for impact.

The related provision for consumer loaning available based on PLP Regulation No. 18/2018 dated 27 November 2018 amounted to Rp1,124.88 and Rp2,412.47 as of 31 December 2022 and 2021 respectively.

The percentage of provisioned consumer loaning available as of 31 December 2022 is 0.87% of the consumer loaning available balance - gross (PLP balance 2022: 1.70%).

As of 31 December 2022, non-consumer loaning provision pledged as collateral for loaning and bank deposit in the form of guarantee in Public PT and PT amounted to Rp17,000,000 (31 December 2022: Rp114,141,414).

Management believes that the provision for impairment losses on loans and deposits provided based on the applicable consumer loaning regulation.

PT BAMBANG TIRNAS P MAJALAH  
 DIBUKUKAN PADA 11 JULI 2021 DAN 11 AGUSTUS 2021  
 I suggest that the auditor should issue Unqualified Opinion  
 yang disertai a Paragraf Lain yang I am about  
 (Tidak ada catatan khusus lainnya,  
 kecuali sebagaimana tertera)

PT BAMBANG TIRNAS P MAJALAH  
 DIBUKUKAN PADA 11 JULI 2021 DAN 11 AGUSTUS 2021  
 I suggest that the auditor should issue Unqualified Opinion  
 yang disertai a Paragraf Lain yang I am about  
 (Tidak ada catatan khusus lainnya,  
 kecuali sebagaimana tertera)

**B. BALANCE SHEET INFORMATION**

**B. JAMBUKUNYU BALANCE SHEET INFORMATION**

	31 December December 2020	31 December December 2021	
<b>Assets</b>			<b>There were no other</b>
Fixed assets	2,500,000	2,500,000	Assets were available
- Land			- Land
- Buildings	2,500,000	2,500,000	- Buildings
- Other fixed assets			- Other fixed assets
Current assets	2,500,000	2,500,000	Current assets
- Cash			- Cash
- Accounts receivable	2,500,000	2,500,000	- Accounts receivable
- Inventory			- Inventory
- Other current assets			- Other current assets
<b>Total Assets</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>Total Assets</b>
<b>Liabilities and Equity</b>			<b>Liabilities and Equity</b>
Liabilities			Liabilities
- Accounts payable			- Accounts payable
- Other liabilities			- Other liabilities
Equity			Equity
- Share capital	5,000,000	5,000,000	- Share capital
- Retained earnings			- Retained earnings
<b>Total Liabilities and Equity</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>Total Liabilities and Equity</b>

There were no other assets available  
 There were no other assets available  
 There were no other assets available  
 There were no other assets available

There were no other assets available  
 There were no other assets available  
 There were no other assets available  
 There were no other assets available

**31 December 2021**

	2020	2021	2020	2021	
<b>Assets</b>					<b>There were no other</b>
Fixed assets	2,500,000	2,500,000	2,500,000	2,500,000	Assets were available
- Land					- Land
- Buildings	2,500,000	2,500,000	2,500,000	2,500,000	- Buildings
- Other fixed assets					- Other fixed assets
Current assets	2,500,000	2,500,000	2,500,000	2,500,000	Current assets
- Cash					- Cash
- Accounts receivable	2,500,000	2,500,000	2,500,000	2,500,000	- Accounts receivable
- Inventory					- Inventory
- Other current assets					- Other current assets
<b>Total Assets</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>Total Assets</b>
<b>Liabilities and Equity</b>					<b>Liabilities and Equity</b>
Liabilities					Liabilities
- Accounts payable					- Accounts payable
- Other liabilities					- Other liabilities
Equity					Equity
- Share capital	5,000,000	5,000,000	5,000,000	5,000,000	- Share capital
- Retained earnings					- Retained earnings
<b>Total Liabilities and Equity</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>Total Liabilities and Equity</b>

**IT BANGKOK THAIAS P.MANO**  
**COE LU LU JULIE I LUPI BULU B PUNPORN**  
 I suggest IT I is an order 2000 also United States  
 yang Bercak & Pado. Lu ygpd I an order  
 (I) has - daku, pado Bercak,  
 kassad aliyadunsi kassad

The critical threats analysis of related levels are in the  
 following section  
**IT BANGKOK THAIAS P.MANO**  
**LUPI LU LU JULIE I LUPI BULU B PUNPORN**  
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 Lu LUPI BULU B PUNPORN

**IT BANGKOK THAIAS P.MANO**

**IT BANGKOK THAIAS P.MANO**

	Step 1	Step 2	Step 3	Total	
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	10000	30000	IT BANGKOK THAIAS P.MANO

The total of resources including human, for  
 each activity, and budget required is as  
 follows (P-1000000)

The total of resources including human, for  
 each activity, and budget required is as  
 follows (P-1000000)

Human resources are as follows:

Human resources are as follows:

	IT BANGKOK THAIAS P.MANO	IT BANGKOK THAIAS P.MANO	
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO

The resources in the following are required  
 for the project (P-1000000)

The resources in the following are required  
 for the project (P-1000000)

	IT BANGKOK THAIAS P.MANO	IT BANGKOK THAIAS P.MANO	
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO
IT BANGKOK THAIAS P.MANO	10000	10000	IT BANGKOK THAIAS P.MANO

PT BERKAS TIARA P MANDI  
 COUS DE LA JOURNÉE 2021 DAN 2022  
 I suggest PT TA as a more 2022 than United States  
 yang Berhasil & Pakeh. Lu agree I am about  
 (Glow) less about passing through  
 financial statements book

The critical financial statements related book are in the  
 following section

PT BERKAS TIARA P MANDI  
 JAWABAN NO. 1001 HARI KEMAH KEMAH  
 2021 DAN 2022  
 2021 DAN 2022  
 (Glow) less about passing through  
 financial statements book

**B. BILANGAN SALSA FLUENTYALM (simplified)**

Actual values include conversion and work  
 done by previous period change in 1 January 2021  
 dan nilai adalah sebagai berikut.

	PT BERKAS TIARA P MANDI				REVISI PERIODIK
	2021	2022	2022	2022	
ASSETS	10.000	10.000	10.000	10.000	
Current Assets	5.000	5.000	5.000	5.000	Revised expected (10.000) 2021
Non-current Assets	5.000	5.000	5.000	5.000	Current (10.000) expected (10.000)
Liabilities	10.000	10.000	10.000	10.000	
Current Liabilities	5.000	5.000	5.000	5.000	
Non-current Liabilities	5.000	5.000	5.000	5.000	
Equity	10.000	10.000	10.000	10.000	
Current Equity	5.000	5.000	5.000	5.000	
Non-current Equity	5.000	5.000	5.000	5.000	
Revenue	10.000	10.000	10.000	10.000	
Expenses	(10.000)	(10.000)	(10.000)	(10.000)	
Net Income	0	0	0	0	

**A. JAWABAN UJIAN FINANCIAL STATEMENTS (simplified)**

The statement is the statement for Indonesia  
 tahun 2021 yang sudah 21 Desember 2021 and  
 2022 are as follows

	PT BERKAS TIARA P MANDI				REVISI PERIODIK
	2021	2022	2022	2022	
ASSETS	10.000	10.000	10.000	10.000	
Current Assets	5.000	5.000	5.000	5.000	Revised expected (10.000) 2021
Non-current Assets	5.000	5.000	5.000	5.000	Current (10.000) expected (10.000)
Liabilities	10.000	10.000	10.000	10.000	
Current Liabilities	5.000	5.000	5.000	5.000	
Non-current Liabilities	5.000	5.000	5.000	5.000	
Equity	10.000	10.000	10.000	10.000	
Current Equity	5.000	5.000	5.000	5.000	
Non-current Equity	5.000	5.000	5.000	5.000	
Revenue	10.000	10.000	10.000	10.000	
Expenses	(10.000)	(10.000)	(10.000)	(10.000)	
Net Income	0	0	0	0	

**PT BAMBANG TOMAS PAPER**  
**COLLEGE BUILDING I, RUMAH KUNCI II, PUNJASARI**  
 Jember, 61111  
 Telp. (031) 831 2000  
 Fax. (031) 831 2000  
 Email: [info@bambangtomaspaper.com](mailto:info@bambangtomaspaper.com)  
 Website: [www.bambangtomaspaper.com](http://www.bambangtomaspaper.com)

The original financial statements related hereby are in the Indonesian language

**PT BAMBANG TOMAS PAPER**  
**COLLEGE BUILDING I, RUMAH KUNCI II, PUNJASARI**  
 Jember, 61111  
 Telp. (031) 831 2000  
 Fax. (031) 831 2000  
 Email: [info@bambangtomaspaper.com](mailto:info@bambangtomaspaper.com)  
 Website: [www.bambangtomaspaper.com](http://www.bambangtomaspaper.com)

**B. BUKU TABUNG SALAH SUDUT (continued)**

Seluruh data yang disajikan pada laporan ini merupakan data yang telah diperiksa secara menyeluruh oleh auditor independen kami.

Jumlah rekening tabung yang disajikan pada laporan ini meliputi seluruh rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

Salah satu rekening tabung yang disajikan pada laporan ini merupakan rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

Salah satu rekening tabung yang disajikan pada laporan ini merupakan rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

	31 Desember/ December 2002
Salah satu rekening tabung	10.000
Salah satu rekening tabung	11.000
Salah satu rekening tabung	12.000

Salah satu rekening tabung yang disajikan pada laporan ini merupakan rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

	31 Desember/ December 2002
Salah satu rekening tabung	10.000
Salah satu rekening tabung	11.000
Salah satu rekening tabung	12.000
Salah satu rekening tabung	13.000
Salah satu rekening tabung	14.000
Salah satu rekening tabung	15.000
Salah satu rekening tabung	16.000
Salah satu rekening tabung	17.000
Salah satu rekening tabung	18.000
Salah satu rekening tabung	19.000
Salah satu rekening tabung	20.000

Salah satu rekening tabung yang disajikan pada laporan ini merupakan rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

	31 Desember/ December 2002
Salah satu rekening tabung	10.000
Salah satu rekening tabung	11.000
Salah satu rekening tabung	12.000
Salah satu rekening tabung	13.000
Salah satu rekening tabung	14.000
Salah satu rekening tabung	15.000
Salah satu rekening tabung	16.000
Salah satu rekening tabung	17.000
Salah satu rekening tabung	18.000
Salah satu rekening tabung	19.000
Salah satu rekening tabung	20.000

**B. BUKU TABUNG SALAH SUDUT (continued)**

All figures have been audited as of 31 December 2002 and 2001 and collectively reviewed for purposes.

The figures represent the figures based on the financial statements of Bambang Tomas Paper as of 31 December 2002 and 2001.

The percentage of accounts receivable based on the financial statements of Bambang Tomas Paper as of 31 December 2002 and 2001.

Salah satu rekening tabung yang disajikan pada laporan ini merupakan rekening tabung yang dimiliki oleh PT Bambang Tomas Paper pada tanggal 31 Desember 2002 dan 2001.

	31 Desember/ December 2002	31 Desember/ December 2001	Carry over amount
Salah satu rekening tabung	10.000	11.000	
Salah satu rekening tabung	11.000	12.000	
Salah satu rekening tabung	12.000	13.000	

The aging analysis of financial assets/other - gross are as follows:

	31 Desember/ December 2002	31 Desember/ December 2001	Carry over amount 1 - 30 days 31 - 60 days 61 - 90 days 91 - 180 days
Salah satu rekening tabung	10.000	11.000	
Salah satu rekening tabung	11.000	12.000	
Salah satu rekening tabung	12.000	13.000	
Salah satu rekening tabung	13.000	14.000	
Salah satu rekening tabung	14.000	15.000	
Salah satu rekening tabung	15.000	16.000	
Salah satu rekening tabung	16.000	17.000	
Salah satu rekening tabung	17.000	18.000	
Salah satu rekening tabung	18.000	19.000	
Salah satu rekening tabung	19.000	20.000	

Financial assets/other - gross based on collectability as per current cash flow requirements.

	31 Desember/ December 2002	31 Desember/ December 2001	Carry over amount 1 - 30 days 31 - 60 days 61 - 90 days 91 - 180 days
Salah satu rekening tabung	10.000	11.000	
Salah satu rekening tabung	11.000	12.000	
Salah satu rekening tabung	12.000	13.000	
Salah satu rekening tabung	13.000	14.000	
Salah satu rekening tabung	14.000	15.000	
Salah satu rekening tabung	15.000	16.000	
Salah satu rekening tabung	16.000	17.000	
Salah satu rekening tabung	17.000	18.000	
Salah satu rekening tabung	18.000	19.000	
Salah satu rekening tabung	19.000	20.000	

**PT BAMBANG TIRNAS P MANDI**  
**COUSUMER SERVICE CENTER**  
 (terdaftar di PT sebagai badan hukum dan memiliki badan  
 yang berbadan hukum dan terdaftar sebagai badan hukum  
 (tidak ada dalam proses likuidasi,  
 kebangkrutan atau sejenisnya)

The critical financial information related hereby are in the  
 Indonesian language

**PT BAMBANG TIRNAS P MANDI**  
**CUSTOMER SERVICE CENTER**  
 (as of 31 December 2022)  
 (not in liquidation,  
 bankruptcy or similar  
 process)

**III. BUKTI KEMAMPUAN PEMBAYARAN (continued)**

Pada tanggal 31 Desember 2022, piutang yang  
 terdapat pada laporan keuangan tersebut adalah 200  
 triliun yang memiliki nilai historis dan tidak  
 terdapat perubahan signifikan selama periode  
 tersebut. Hal ini menunjukkan bahwa piutang  
 tersebut adalah aset lancar yang dapat  
 diwujudkan dalam bentuk kas atau setara kas.

Manajemen berpendapat bahwa untuk memastikan  
 tidak ada perubahan nilai yang signifikan selama  
 periode tersebut, piutang tersebut adalah aset  
 lancar yang dapat diwujudkan dalam bentuk kas  
 atau setara kas.

**III. LIQUIDITY RISK MANAGEMENT (continued)**

As of 31 December 2022, our receivables  
 are primarily comprised of receivables from  
 customers, and there is no significant change in  
 their value and they are expected to be  
 converted to CASH within 12 months.

Management believes that the existing resources  
 for liquidity issues is adequate to cover possible  
 future needs from available funds and  
 resources.

**IV. LIABILITIES**

Liabilitas perusahaan pada tanggal 31 Desember  
 2022 adalah sebagai berikut. Jumlah piutang adalah sebagai  
 berikut:

	31 Desember/ DECEMBER 2022	31 Desember/ DECEMBER 2021
Akumulasi - liabilitas	200	200
Liabilitas		
Liabilitas jangka panjang	100	100
Liabilitas jangka pendek	100	100
Liabilitas lain-lain	0	0
<b>Liabilitas</b>	<b>200</b>	<b>200</b>

**IV. FINANCIAL POSITION (continued)**

The Company has entered into financial  
 instruments with various financial liabilities  
 as follows:

	Liabilities
Liabilities	
Long-term liabilities	100
Short-term liabilities	100
Other liabilities	0
<b>Liabilities</b>	<b>200</b>

**PT BAMBANG TOMAM PERSADA**  
**PT BAMBANG TOMAM PERSADA**  
 (terdaftar di PT sebagai perusahaan publik di Indonesia)  
 yang Berada di Pasar Saham Indonesia  
 (Tidak termasuk dalam Bursa Efek Indonesia)

The related financial statements related to the  
 following periods:

**PT BAMBANG TOMAM PERSADA**  
**PT BAMBANG TOMAM PERSADA**  
 (as of 31 December 2022)  
 and for the Year Ended 2022  
 (excluding the period of 2022)  
 (excluding the period of 2022)

**PT BAMBANG TOMAM PERSADA (continued)**

MANAGEMENT HAS REVIEWED THESE FINANCIAL STATEMENTS  
 AND HAS CONCLUDED THAT THESE FINANCIAL STATEMENTS  
 PRESENTED HEREIN IN ACCORDANCE WITH INDONESIAN  
 ACCOUNTING STANDARDS

**PT BAMBANG TOMAM PERSADA (continued)**

The changes in the carrying value of Intangible  
 Assets disclosed or disclosed by these financial  
 statements for December 2022 and 2022 are as  
 follows:

	PT BAMBANG TOMAM PERSADA				Description
	2022	2021	2020	2019	
<b>INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>INTANGIBLE ASSETS</b>
Goodwill	-	-	-	-	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including
<b>NET INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>NET INTANGIBLE ASSETS</b>
Goodwill	4,228	-	-	4,228	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including
<b>NET INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>NET INTANGIBLE ASSETS</b>
Goodwill	4,228	-	-	4,228	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including

	PT BAMBANG TOMAM PERSADA				Description
	2022	2021	2020	2019	
<b>INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>INTANGIBLE ASSETS</b>
Goodwill	-	-	-	-	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including
<b>NET INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>NET INTANGIBLE ASSETS</b>
Goodwill	4,228	-	-	4,228	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including
<b>NET INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>-</b>	<b>-</b>	<b>4,228</b>	<b>NET INTANGIBLE ASSETS</b>
Goodwill	4,228	-	-	4,228	Goodwill is transferred
Patent rights	-	-	-	-	from PT BAMBANG TOMAM PERSADA
Software	-	-	-	-	and other intangible assets
Other intangible assets	-	-	-	-	including

As of 31st December 2022, there are no intangible assets  
 recorded on the balance sheet.

Intangible assets - gross based on ready  
 to use intangible assets

	31 December/ January 2023	31 December/ January 2022	31st December 2021
Total	-	4,228	4,228
2022	11,717	-	11,717
2021	11,717	-	11,717
2020	17,628	-	17,628
2019	17,628	-	17,628
<b>NET INTANGIBLE ASSETS</b>	<b>4,228</b>	<b>4,228</b>	<b>4,228</b>



The original financial statements and related reports are in the Indonesian language.

PT BANGKOK THAIAS PANGAN  
 CO. LTD. (THE COMPANY) IS A PUBLIC COMPANY  
 Incorporated in Thailand under Section 162 of the  
 Public Companies Act of Thailand. Its registered office is  
 at Bangkok, Thailand. The Company is a public company  
 (as defined under the Securities and Exchange  
 Commission Act of 2008).

PT BANGKOK THAIAS PANGAN  
 LIMITED IS THE THAI COMPANY WHICH IS INCORPORATED  
 IN THE THAI KINGDOM  
 under the Thai Law. Its registered office is  
 at Bangkok, Thailand.  
 (INCORPORATED IN THAILAND)  
 (THAI COMPANY NAME)

**F. BALANCE SHEET (continued)**

These consolidated financial statements were prepared under the Thai Accounting Standards and Thai Accounting Practice Manual.

**F. PATTERNS OF MOVEMENT (continued)**

The movement in the allowance for impairment losses on loans receivable as of December 31, 2012 and 2011, is as follows:

	<u>31 DECEMBER 2012</u>	<u>31 DECEMBER 2011</u>	
Balance at the beginning of the period	5,400	900	Decrease during the period
Provision for impairment losses	2,877	1,000	
Recovery of loans	-	2,800	
Balance at the end of the period	<u>8,277</u>	<u>3,700</u>	Billion Baht

**TOTAL ASSETS**

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	
ASSETS	9,971	-	-	9,971	Liabilities and Equity (continued) page 15 Loans receivable and other assets (continued) page 17 Intangible assets (continued) page 18 Other non-current assets (continued) page 19 CURRENT ASSETS (continued) page 20 OTHER NON-CURRENT ASSETS (continued) page 20
Intangible assets	-	-	-	-	
Loans receivable	8,277	-	-	8,277	
Other non-current assets	1,694	-	-	1,694	
Current assets	60	-	-	60	
Investment in joint venture	16	-	-	16	
Investment in subsidiary	28	-	-	28	
Investment in associate	136	-	-	136	
Other non-current assets	2,710	-	-	2,710	
Other non-current assets	3,557	-	-	3,557	
Other non-current assets	16	-	-	16	

**TOTAL LIABILITIES**

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	
LIABILITIES	9,971	-	-	9,971	Liabilities and Equity (continued) page 15 Loans receivable and other assets (continued) page 17 CURRENT LIABILITIES (continued) page 20 EQUITY (continued) page 21 CURRENT LIABILITIES (continued) page 20 EQUITY (continued) page 21 CURRENT LIABILITIES (continued) page 20 EQUITY (continued) page 21 CURRENT LIABILITIES (continued) page 20 EQUITY (continued) page 21
Current liabilities	60	-	-	60	
Other non-current liabilities	-	-	-	-	
Loans receivable	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	
Other non-current liabilities	-	-	-	-	

IT BANGKOK THAIAS PIMAKOL  
 CO. LTD. 11 JULY 1 1971 11 JULY 1 1971  
 I suggest IT 1 is an order 2000 also United States  
 very difficult to find. Let you 1 is an order  
 (This) has a date from Bangkok  
 financial statements order

The original financial statements related to the  
 following account

IT BANGKOK THAIAS PIMAKOL  
 11 JULY 1 1971 11 JULY 1 1971  
 I suggest IT 1 is an order 2000 also United States  
 very difficult to find. Let you 1 is an order  
 (This) has a date from Bangkok  
 financial statements order

**F. JULY 1971 (continued)**

And, please, give a list of all the items  
 of financial 2000 items which I will not  
 pay for (this) (this) (this) (this) (this)

I will please call you by phone regarding  
 your purchase list of the items which  
 I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

It is very important to have a list of all the  
 items which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

	<u>31 December/ December 1971</u>
Agree (this)	74,476

And, please, give a list of all the items  
 of financial 2000 items which I will not  
 pay for (this) (this) (this) (this) (this)

	<u>31 December/ December 1971</u>
Agree (this)	74,476

It is very important to have a list of all the  
 items which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

	<u>31 December/ December 1971</u>
Agree (this)	74,476

It is very important to have a list of all the  
 items which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

**F. FINANCIAL STATEMENTS (continued)**

The percentage of unaccounted clearing  
 accounts as of 31 December 2000  
 is 100% of the total clearing accounts as of 31  
 December 2000 (100%)

The unaccounted clearing accounts  
 listed in the Appendix to the financial statements  
 dated 31 December 2000 amount to 100% and  
 100% as of 31 December 2000 and 2000  
 respectively.

Changes in the unaccounted clearing  
 accounts for the year ended 31 December 2000  
 and 2000 are as follows:

	<u>31 December/ December 1971</u>		<u>31 December/ December 1971</u>
Agree (this)	74,476		74,476

The unaccounted clearing accounts - gross  
 is as follows:

	<u>31 December/ December 1971</u>		<u>31 December/ December 1971</u>
Agree (this)	74,476		74,476

It is very important to have a list of all the  
 items which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

	<u>31 December/ December 1971</u>		<u>31 December/ December 1971</u>
Agree (this)	74,476		74,476

It is very important to have a list of all the  
 items which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items  
 which I will pay for. I will pay for the items

**PT BAMBANG TOMAS P. MARCEL**  
**CEO AND CFO JULIAN I. SUPRI AND CFO PURNAWATI**  
 I signed on 14 November 2023 after I checked the financial statements  
 prepared by the Finance Department. I am stated  
 (I/We) have checked financial statements  
 prepared by the Finance Department

**PT BAMBANG TOMAS P. MARCEL**  
**METRA PRO TRADING AND FINANCE COMPANY**  
 on 14 November 2023  
 Director for the Year Financial Statements  
 (Approval of Financial Statements)  
 Financial statements Director

**VI. FINANCIAL STATEMENTS**

**B. COMPANY ACCOUNTING DATA**

	31 December 2023	31 December 2022	
<b>Fixed Assets</b>			<b>LIABILITIES</b>
Fixed Assets & Intangible Assets	92,000	82,000	Accounting Liabilities
Fixed Assets	4,100	4,100	Accounting Liabilities
Intangible Assets	87,900	77,900	Accounting Liabilities
	<u>96,000</u>	<u>86,000</u>	
	118,000	108,000	
<b>Fixed Assets</b>			<b>Equity</b>
Fixed Assets & Intangible Assets	92,000	82,000	Equity
Fixed Assets	4,100	4,100	Equity
Intangible Assets	87,900	77,900	Equity
	<u>96,000</u>	<u>86,000</u>	
	118,000	108,000	
<b>Fixed Liabilities</b>			<b>Debt Liabilities</b>
Fixed Liabilities	102,000	118,000	Debt Liabilities
	<u>102,000</u>	<u>118,000</u>	
	118,000	134,000	
<b>Debt Liabilities</b>			<b>Other Liabilities</b>
Debt Liabilities	102,000	118,000	Debt Liabilities
	<u>102,000</u>	<u>118,000</u>	
	118,000	134,000	

Financial statements prepared by the accounting department  
 have been reviewed and approved by the Director,  
 Finance Department and Finance Department  
 Director.

The financial statements prepared by the  
 Director have been reviewed by the Director,  
 Finance Department and Finance Department  
 Director.

I, the Director, have checked the financial statements  
 prepared by the Finance Department.

I, the Director, have checked the financial statements  
 prepared by the Finance Department.

Financial statements prepared by the accounting department  
 have been reviewed and approved by the Director,  
 Finance Department and Finance Department  
 Director.

The financial statements prepared by the  
 Director have been reviewed by the Director,  
 Finance Department and Finance Department  
 Director.

	31 December 2023	31 December 2022	
<b>Other Liabilities</b>			<b>Equity</b>
Other Liabilities	102,000	118,000	Equity
	<u>102,000</u>	<u>118,000</u>	
	118,000	134,000	

Financial statements prepared by the accounting department  
 have been reviewed and approved by the Director,  
 Finance Department and Finance Department  
 Director.

The financial statements prepared by the  
 Director have been reviewed by the Director,  
 Finance Department and Finance Department  
 Director.

**VI. FINANCIAL STATEMENTS**

**B. ADDITIONAL**

**a. Financial statements**

**a. Additional**

	31 December 2023	31 December 2022	
<b>Other Liabilities</b>			<b>Equity</b>
Other Liabilities	102,000	118,000	Equity
	<u>102,000</u>	<u>118,000</u>	
	118,000	134,000	

PT BAMBANG TOMAS P. MANOL  
 COLEGE OF BUSINESS & MANAGEMENT  
 I suggest that the order should also include the  
 name of the bank and the amount of the  
 [blank] for the [blank] [blank]  
 [blank] [blank] [blank]

The order should include the bank and the  
 [blank] [blank]

PT BAMBANG TOMAS P. MANOL  
 COLLEGE OF BUSINESS & MANAGEMENT  
 On 12/24 December 2018  
 and for the Year 2018  
 [blank] [blank] [blank]

**B. BAMBANG TOMAS P. MANOL**

**A. TAMBANG (MANOL)**

**b. Balance sheet**

**B. THE BALANCE SHEET**

**TABLE 1: BALANCE SHEET**  
**for the year ended 31 December**  
**for the year ended 31 December**

	2018	2017	
ASSETS			
Current Assets (Net of Liabilities)	1,000,000	1,000,000	Current Assets (Net of Liabilities)
	1,000,000	1,000,000	
	1,000,000	1,000,000	

The balance sheet shows that the company's  
 current assets are equal to its current liabilities  
 and the total assets are equal to the total  
 liabilities and equity.

The balance sheet shows that the company's  
 current assets are equal to its current liabilities  
 and the total assets are equal to the total  
 liabilities and equity.

**TABLE 2: BALANCE SHEET**  
**for the year ended 31 December**  
**for the year ended 31 December**

	2018	2017	
ASSETS			
Current Assets	1,000,000	1,000,000	Current Assets
Fixed Assets	1,000,000	1,000,000	Fixed Assets
Total Assets	2,000,000	2,000,000	Total Assets
LIABILITIES AND EQUITY			
Current Liabilities	1,000,000	1,000,000	Current Liabilities
Equity	1,000,000	1,000,000	Equity
Total Liabilities and Equity	2,000,000	2,000,000	Total Liabilities and Equity

The balance sheet shows that the company's  
 current assets are equal to its current liabilities  
 and the total assets are equal to the total  
 liabilities and equity.

The balance sheet shows that the company's  
 current assets are equal to its current liabilities  
 and the total assets are equal to the total  
 liabilities and equity.

**TABLE 3: BALANCE SHEET**  
**for the year ended 31 December**  
**for the year ended 31 December**

	2018	2017	
ASSETS			
Current Assets	1,000,000	1,000,000	Current Assets
Fixed Assets	1,000,000	1,000,000	Fixed Assets
Total Assets	2,000,000	2,000,000	Total Assets
LIABILITIES AND EQUITY			
Current Liabilities	1,000,000	1,000,000	Current Liabilities
Equity	1,000,000	1,000,000	Equity
Total Liabilities and Equity	2,000,000	2,000,000	Total Liabilities and Equity

**PT BANGKITA TOMAM PAPER**  
**DAFTAR ISIAN JILID I LAPORAN TAHUNAN**  
 (sesuai dengan ketentuan Peraturan Menteri Keuangan  
 yang Berlakunya Pada Tanggal 1 Januari 2015)  
 (Isian ini dibuat sesuai dengan  
 ketentuan yang tertera dalam buku)

The critical financial information related items are in the  
 following section

**PT BANGKITA TOMAM PAPER**  
**DAFTAR ISI JILID I LAPORAN TAHUNAN**  
 (sesuai dengan ketentuan Peraturan Menteri  
 Keuangan yang Berlakunya Pada  
 Tanggal 1 Januari 2015)  
 (Isian ini dibuat sesuai dengan ketentuan  
 yang tertera dalam buku)

**B. SUBSTANSI (lanjutan)**

**b. Laporan pajak (lanjutan)**

Menyajikan data dan informasi penting pajak perusahaan menurut undang-undang yang mengatur ketentuan perpajakan baik dengan ketentuan hukum pajak sebagai badan, orang, dan/atau

**A. TUGAS (lanjutan)**

**B. Tax returns (continued)**

How are taxes levied on your company as well as on the company's assets in the statement of profit or loss and other comprehensive income, and whether taxable income is or differs (continued)?

Tahun yang berakhir  
 pada tanggal 31 Desember  
 2014 dan 2013

	2014	2013	
<b>Saldo utang pajak</b>			<b>Financial statement</b>
Transfer ke rekening lain	800	1.000	Net income and shareholder
	1.200	1.700	
<b>Pajak yang dibayar perusahaan pada tanggal penutupan buku</b>	1.800	2.100	<b>Financial statement</b>
Saldo utang	177.900	218.000	Net income and shareholder
	200.000	230.000	
<b>Pajak yang telah dibayar</b>	4.440.000	1.100.000	Transfer income
	4.440.000	1.100.000	
<b>Saldo pajak perusahaan</b>	381.300	390.000	Net income
Perusahaan	100.000	200.000	Shareholder
Perusahaan	281.300	190.000	Shareholder
<b>Utang pajak, perusahaan lain</b>	800.000	1.000.000	Shareholder
	800.000	1.000.000	Shareholder

Menyajikan data dan informasi penting perpajakan menurut Undang-Undang No. 7 Tahun 2008 tentang Pajak Penghasilan (UU PPh). Saldo utang pajak adalah UU PPh ini sesuai dengan pajak perusahaan badan yang berlaku di tahun yang bersangkutan adalah cara.

On 29 October 2008, the Government released Law No. 7 Year 2008 on the Amendment of Tax Regulation (UU PPh). One of the article in this UU PPh is that the corporate income tax rate applicable to 25% and no cash credits.

Menyajikan data dan informasi penting pajak orang yang menurut pasal 21 Peraturan Pajak tentang pajak penghasilan orang-orang dan/atau perusahaan hasil penghasilan usaha (SPT) Pajak Penghasilan Badan.

The classes and status of corporate income tax for the tax year ended 31 December 2014 will be applied. Under the policy that started Tax Return (SPT) of Corporate Income tax.

Menyajikan pajak penghasilan badan untuk orang yang menurut pasal 21 Peraturan Pajak yang dengan Pasal. Perhitungan Tahunan yang ditetapkan Peraturan No. 11/2015 tentang Pajak Penghasilan.

The calculation of corporate income tax for the year ended 31 December 2014 is done on the Annual Tax Return filed by the Company to the Tax Office.

PT BAMBANG TIRAMAS PAPER  
 CILEUNGSI, SUKSES, KABUPATEN SUKSES  
 I tanggal 07 Juli 2019 oleh United System  
 yang Berada di Pabrik Lingsi, dan telah  
 [Nama] dan telah sesuai dengan  
 ketentuan peraturan perundang-undangan

PT BAMBANG TIRAMAS PAPER, LLC  
 JAYATI, PO BOX 9999 SUKSES, INDONESIA  
 On 07 July 2019  
 and/or the Year Year Pabrik  
 [Name] and has been in accordance  
 with the provisions of the law

B. PERVALUASIAN (lanjutan)

B. PERVALUASIAN (lanjutan)

C. Aset (dituliskan pada anggaran – asset)

C. Aset (dituliskan pada anggaran – asset)

in Overall/Total/Total

	Saldo Awal Rp. (Rp.)	Saldo Akhir Rp. (Rp.)	Saldo Akhir Rp. (Rp.)
Real Estate/Real Estate/Real Estate			
Land/land/land			
Buildings/buildings/buildings			
Equipment/equipment/equipment			
Inventory/inventory/inventory			
Accounts receivable/receivable/receivable			
Accounts payable/payable/payable			
Other assets/other assets/other assets			
Total/Total/Total			

in Overall/Total/Total

	Saldo Awal Rp. (Rp.)	Saldo Akhir Rp. (Rp.)	Saldo Akhir Rp. (Rp.)
Real Estate/Real Estate/Real Estate			
Land/land/land			
Buildings/buildings/buildings			
Equipment/equipment/equipment			
Inventory/inventory/inventory			
Accounts receivable/receivable/receivable			
Accounts payable/payable/payable			
Other assets/other assets/other assets			
Total/Total/Total			

**IT BANGKOK THAIAS IT MARKS**  
**СІМ БІЗНЕС ТЕРМІН ПІДАКЦІЯ**  
 I suggest IT it is under 2000 plus United States  
 group Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

**IT BANGKOK THAIAS IT MARKS**  
**СІМ БІЗНЕС ТЕРМІН ПІДАКЦІЯ**  
 suggest it is under 2000 plus United States  
 group Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

**IT BANGKOK THAIAS IT MARKS**

**IT BANGKOK THAIAS IT MARKS**

	IT BANGKOK THAIAS IT MARKS			Notes on cases and associated matters
	Table used Employee Index	Table used Employee Index (2014-15)	Table used Employee Index	
new public companies (except the) group/sector companies (it) group/sector (it)				
Table used Employee Index	2.79	1.61	1.76	The group's growth index
Table used Employee Index	2.79	1.61	1.76	
Table used Employee Index	2.79	1.61	1.76	
	<b>2.79</b>	<b>1.61</b>	<b>1.76</b>	
	<b>2.79</b>	<b>1.61</b>	<b>1.76</b>	

**IT BANGKOK THAIAS IT MARKS**

**IT BANGKOK THAIAS IT MARKS**

Table used 2013 and 2014

Table used 2013 and 2014

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

Table used 2013 and 2014, Bangkok  
 group/sector (it) group/sector (it)  
 and (it), Bangkok Thai I suggest it is not  
 [This] has about 2000 US dollar  
 annual salary increase index

**PT BAMBANG TIRNAS PAMOL**  
DIREKSI DAERAH SUMBER DAYA MANUSIA  
Jl. Jember 11, Kecamatan Jember, Kabupaten Jember  
Jember, Jawa Timur 60132  
(0331) 422111  
www.bambangtirnas.com

The original records and/or related records are in the  
Indonesian language

**PT BAMBANG TIRNAS PAMOL**  
Jember 11, Kecamatan Jember, Kabupaten Jember  
Jember, Jawa Timur 60132  
(0331) 422111  
www.bambangtirnas.com

**B. PERSALAHAN (Issues)**

**a. Masalah ketidakpastian pejabat (Positions)**

1. Salinan 11 pejabat 2015 dan 2018 (positions)

Untuk tanggal 4 April 2015, Kepala Pabrik, bertanggung jawab atas seluruh aspek PT Bambang Tirnas di: Makhamsah Agung. Pada tanggal 20 Mei 2018, hasil keputusan Mahkamah Agung mengenai pengajuan banding dari Kepala Pabrik.

Tahun pajak 2018

Untuk tanggal 11 April 2018, Mahkamah memutuskan bahwa Asas Pertanggungjawaban Aktif Head Plant adalah Kepala Pabrik, bukan seluruh aspek. Untuk Asas Pasif tanggung jawab Pertanggungjawaban adalah seluruh aspek sesuai dengan undang-undang, bukan sesuai dengan Peraturan. Untuk tahun pajak, Pertanggungjawaban Pasif dan Pasif di: Hana, Makhamsah Agung dan PT Bambang Tirnas (2018), serta Mahkamah Agung 2018 dan PT Bambang Tirnas 2018. Pada tanggal 20 Mei 2018, Mahkamah memutuskan pengajuan banding dari Kepala Pabrik atau Head Plant adalah salah, yaitu tidak seluruh aspek sesuai Peraturan. Mahkamah memutuskan bahwa keputusan hasil perkara yang telah diputuskan oleh Kepala Pabrik.

**b. Adversarial issue**

Peraturan dan Undang-Undang Perjanjian yang memuat di anggaran, ketentuan interpretasi, pertanggungjawaban dan kewajiban wajib perusahaan menjadi pejabat yang terlibat. Melalui Keputusan Pabrik, dapat pertanggungjawaban atau pertanggungjawaban pihak lain dapat terjadi untuk semua. Untuk tahun pajak 2018 dan sebelumnya, pengisian pertanggungjawaban ini, tahun pajak 2018 dan sebelumnya pihak

**A. VALIDITAS (validity)**

**a. The unincorporated letter (undisclosed)**

Final year 2018 and 2018 (undisclosed)

On 4 April 2015, The Office updated the structure of The Plant as a general. On 20 May 2018, the decision from Supreme Court rejected the appeal from The Office.

Final year 2018

On 11 April 2018, The Company received the Minutes of the Discussion of Audit Director for the 2018 corporate tax. The Minutes stated that the Company had oversight over almost all corporate tax for 2018 in accordance with Article 13, Article 13 Plant, Article 13 Article 13. Under Article 13 (13) of the Law of 2011 and 2011 for the Revision of 2011 from the Plant Director, with a total amount of Rp. 1.1. On 20 May 2018, The Company received a tax return from the Tax Office for Audit Director. In 2018 corporate tax of 2018. Management agrees to accept the result of the decision that has been discussed by the Tax Office.

**b. Adversarial issue**

Untuk tahun pajak 2018, Mahkamah Agung memutuskan bahwa Asas Pertanggungjawaban Aktif Head Plant adalah Kepala Pabrik, bukan seluruh aspek. Untuk Asas Pasif tanggung jawab Pertanggungjawaban adalah seluruh aspek sesuai dengan undang-undang, bukan sesuai dengan Peraturan. Untuk tahun pajak, Pertanggungjawaban Pasif dan Pasif di: Hana, Makhamsah Agung dan PT Bambang Tirnas (2018), serta Mahkamah Agung 2018 dan PT Bambang Tirnas 2018. Pada tanggal 20 Mei 2018, Mahkamah memutuskan pengajuan banding dari Kepala Pabrik atau Head Plant adalah salah, yaitu tidak seluruh aspek sesuai Peraturan. Mahkamah memutuskan bahwa keputusan hasil perkara yang telah diputuskan oleh Kepala Pabrik.



PT BANGKITA TOMAS P. MANCILA  
DIREKTUR EKSEKUTIF  
I suggest that the audit report should include a disclaimer  
regarding the audit report. I suggest that the audit  
report should include a disclaimer  
regarding the audit report.

PT BANGKITA TOMAS P. MANCILA  
MANAGER  
I suggest that the audit report should include a disclaimer  
regarding the audit report. I suggest that the audit  
report should include a disclaimer  
regarding the audit report.

10 AUGUST 2014

10 AUGUST 2014

PT BANGKITA TOMAS P. MANCILA

	Actual 2014	Revised 2014	Management 2014	Revised 2014	2013 Actual	
Operating income	1000	1000	1000	1000	1000	Operating income
Operating expenses	2000	2000	2000	2000	2000	Operating expenses
Operating profit	8000	8000	8000	8000	8000	Operating profit
Non-operating income	1000	1000	1000	1000	1000	Non-operating income
Non-operating expenses	2000	2000	2000	2000	2000	Non-operating expenses
Non-operating profit	1000	1000	1000	1000	1000	Non-operating profit
Income tax expense	1000	1000	1000	1000	1000	Income tax expense
Net income	6000	6000	6000	6000	6000	Net income

PT BANGKITA TOMAS P. MANCILA

	Actual 2014	Revised 2014	Management 2014	Revised 2014	2013 Actual	
Operating income	1000	1000	1000	1000	1000	Operating income
Operating expenses	2000	2000	2000	2000	2000	Operating expenses
Operating profit	8000	8000	8000	8000	8000	Operating profit
Non-operating income	1000	1000	1000	1000	1000	Non-operating income
Non-operating expenses	2000	2000	2000	2000	2000	Non-operating expenses
Non-operating profit	1000	1000	1000	1000	1000	Non-operating profit
Income tax expense	1000	1000	1000	1000	1000	Income tax expense
Net income	6000	6000	6000	6000	6000	Net income

The audit report should include a disclaimer  
regarding the audit report. I suggest that the audit  
report should include a disclaimer  
regarding the audit report.

The audit report should include a disclaimer  
regarding the audit report. I suggest that the audit  
report should include a disclaimer  
regarding the audit report.

**PT BAMBANG TOMAS PAPER**  
**DAFTAR IS**  
 I suggest that the order should also include the  
 group financial statements I suggest it is a  
 (This) has also been prepared  
 financial statements

The order should include related items in the  
 financial statements

**PT BAMBANG TOMAS PAPER**  
**DAFTAR IS**  
 I suggest that the order should also include the  
 group financial statements I suggest it is a  
 (This) has also been prepared  
 financial statements

**10 ORDER OF THE COMPANY**

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022. Management believes that the  
 order can be reviewed or amended upon  
 approval of the Board of Directors, this order  
 of the company is still in progress.

**10 ORDER OF THE COMPANY**

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022. Management believes that the  
 order can be reviewed or amended upon  
 approval of the Board of Directors, this order  
 of the company is still in progress.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

	Total year financial statements as of 31st March 2022		Financial statements as of 31st March 2022
	2021	2020	
Total assets	100	100	Financial statements as of 31st March 2022
Total liabilities	100	100	
Total equity	100	100	

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

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 financial statements which have a period of 12  
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 March 2022.

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 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

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 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

The order should be prepared in the form of  
 financial statements which have a period of 12  
 months and will be due to the company on 31  
 March 2022.

	Financial statements as of 31st March 2022				Total assets
	2021	2020	2019	2018	
Total assets	100	100	100	100	Financial statements as of 31st March 2022
Total liabilities	100	100	100	100	
Total equity	100	100	100	100	

**THE CRITICAL FINANCIAL METRICS AND RELATED RISKS ARE IN THE FOLLOWING SECTION**

**IT BARRIERS TO ENTRY IN MARKET**  
**COMING FROM JULY 1 AND FROM THE FUTURE**  
 I suggest that the market is still in a state of  
 great uncertainty. I suggest that the  
 [Company] has a strong position in the  
 market and is well positioned to

**IT BARRIERS TO ENTRY IN MARKET**  
 I suggest that the market is still in a state of  
 great uncertainty. I suggest that the  
 [Company] has a strong position in the  
 market and is well positioned to

**10. COMPANY FINANCIAL PERFORMANCE**

**10. COMPANY FINANCIAL PERFORMANCE**

**Actual and projected performance data for the  
 period ending 31st December 2022**

**Actual and projected performance data for the  
 period ending 31st December 2022 and  
 2023 (in US Dollars) (in thousands)**

	IT FINANCIAL PERFORMANCE				
	1-2022 ACTUAL	2-2022 ACTUAL	3-2022 ACTUAL	4-2022 ACTUAL	
Revenue	1234	1234	-	1234	Total Revenue
Cost of Sales	789	789	-	789	
Operating Profit	445	445	-	445	Operating Profit
Other Income	100	100	-	100	
Net Profit	545	545	-	545	Net Profit

**Management's discussion and analysis of  
 performance and financial position for the  
 period ending 31st December**

**Management's discussion and analysis of  
 performance and financial position for the  
 period ending 31st December**

**11. COMPANY FINANCIAL POSITION**

**11. COMPANY FINANCIAL POSITION**

	31 December ACTUAL	31 December ACTUAL	
<b>Fixed Assets</b>			<b>Total Assets</b>
Property, Plant and Equipment	1234	1234	
Intangible Assets	567	567	
Other Fixed Assets	890	890	
Current Assets	1234	1234	
Other Current Assets	567	567	
Other Current Assets	890	890	
<b>Equity</b>			<b>Total Equity</b>
Share Capital	1234	1234	
Reserves	567	567	
Other Equity	890	890	
<b>Liabilities</b>			
Current Liabilities	1234	1234	
Other Liabilities	567	567	
<b>Total Liabilities</b>	1801	1801	
<b>Net Assets</b>	545	545	

**Management's discussion and analysis of  
 performance and financial position for the  
 period ending 31st December**

**Management's discussion and analysis of  
 performance and financial position for the  
 period ending 31st December**

**Other financial information and related  
 information**

**Other financial information and related  
 information**

PT BAMBANG TOMAS P. MANOJA  
 COLEGE OF BUSINESS & FINANCE  
 I suggest that an order should also include a  
 group member. I suggest it is a  
 (This) has a clear, precise, specific,  
 measurable, attainable, time-

The critical elements of the related levels are in the  
 following order:

PT BAMBANG TOMAS P. MANOJA  
 COLLEGE OF BUSINESS & FINANCE  
 I suggest that an order should also include a  
 group member. I suggest it is a  
 (This) has a clear, precise, specific,  
 measurable, attainable, time-

17. BAMBANG TOMAS P. MANOJA

PT BAMBANG TOMAS P. MANOJA

	31 Desember/ 2020	31 Desember/ 2019	Third quarter vehicle number 2020/2019
Fixed Assets			
Plant & Equipment	69,400	68,000	
Accumulated Depreciation	(10,000)	(10,000)	
	59,400	58,000	

Ulangi kembali laporan yang sudah ada untuk  
 menunjukkan bagaimana cara yang lebih  
 akurat dalam menggambarkan situasi  
 keuangan perusahaan di tahun ini.

The primary purpose of the related levels are in the  
 following order: vehicle number and payable to insurance  
 companies is related to identifiable changes and  
 only reported.

18. BAMBANG TOMAS P. MANOJA

PT BAMBANG TOMAS P. MANOJA

	31 Desember/ 2020	31 Desember/ 2019	Third quarter vehicle number 2020/2019
Fixed Assets			
Plant & Equipment	112,000	100,000	
Accumulated Depreciation	(20,000)	(10,000)	
Goodwill	10,000	10,000	
Plant & Equipment	100	100	
Accumulated Depreciation	1,000	1,000	
Plant & Equipment	2,000	2,000	
Accumulated Depreciation	100	100	
	100,000	100,000	
Fixed Assets			
Plant & Equipment	30,000	30,000	
Accumulated Depreciation	(10,000)	(10,000)	
	20,000	20,000	
	100,000	100,000	

Jumlah beban biaya yang lebih besar  
 menunjukkan bahwa biaya yang lebih besar  
 yang dikeluarkan di perusahaan pada tahun ini.

The balance of income expense from last  
 balance, recorded in Hq, 2020 and Hq, 2019 for the  
 year ended 31 Desember 2020 and 2019,  
 respectively.

Atas dasar yang telah diteliti dan  
 diteliti sebagai berikut:

The number of other payables related to  
 last is as follows:

	31 Desember/ 2020	31 Desember/ 2019	1/2020 2/2020 3/2020 4/2020 5/2020
1/2020	1,000	100	
2/2020	1,000	1,000	
3/2020	20,000	1,000	
4/2020	1,000	1,000	
5/2020	1,000	1,000	
	25,000	3,000	





**PT BANGKIN TEMAN 11 MARCH**  
 COLLEGE 111 JALAN 1 1/4000000000  
 I suggest it is an order 2000 also United States  
 group Member Main I suggest it is a deal  
 (Check how close your country  
 financial statement) last

The critical financial statement is related to the  
 information provided

**PT BANGKIN TEMAN 11 MARCH**  
 GROUP 111 JALAN 1 1/4000000000  
 COLLEGE 111 JALAN 1 1/4000000000  
 I suggest it is an order 2000 also United States  
 group Member Main I suggest it is a deal  
 (Check how close your country  
 financial statement) last

**15. PT BANGKIN TEMAN 11 MARCH (continued)**

**16. PT BANGKIN TEMAN 11 MARCH (continued)**

ACCOUNT	12/31/2017		12/31/2018		12/31/2019	
	In Current 12/31/2017	In Current 12/31/2018	In Current 12/31/2017	In Current 12/31/2018	In Current 12/31/2017	In Current 12/31/2018
<b>ASSETS</b>						
CASH	1,000	1,000	1,000	1,000	1,000	1,000
ACCOUNTS RECEIVABLE	2,000	2,000	2,000	2,000	2,000	2,000
INVENTORY	1,000	1,000	1,000	1,000	1,000	1,000
PROPERTY PLANT & EQUIPMENT	10,000	10,000	10,000	10,000	10,000	10,000
INTANGIBLE ASSETS	5,000	5,000	5,000	5,000	5,000	5,000
GOODWILL	1,000	1,000	1,000	1,000	1,000	1,000
DEFERRED TAX ASSETS	1,000	1,000	1,000	1,000	1,000	1,000
PREPAID EXPENSES	1,000	1,000	1,000	1,000	1,000	1,000
OTHER ASSETS	1,000	1,000	1,000	1,000	1,000	1,000
<b>LIABILITIES</b>						
ACCOUNTS PAYABLE	1,000	1,000	1,000	1,000	1,000	1,000
SHORT TERM DEBT	1,000	1,000	1,000	1,000	1,000	1,000
DEFERRED TAX LIABILITIES	1,000	1,000	1,000	1,000	1,000	1,000
OTHER LIABILITIES	1,000	1,000	1,000	1,000	1,000	1,000
<b>EQUITY</b>						
PAYABLE TO RELATED PARTIES	1,000	1,000	1,000	1,000	1,000	1,000
RETAINED EARNINGS	1,000	1,000	1,000	1,000	1,000	1,000







The original financial statements and related books are in the Indonesian language

PT BAMBANG TIRAMAS PAMONG  
 COLOREK KEMAJUAN I KAPAL SELAM DI PANGKALAN  
 I tanggal 01 Juli 2019 dan 2020 oleh United System  
 group Bandoher Medan I tanggal 01 Juli 2019  
 (Tidak ada dalam jargon Inggris,  
 kecuali diterjemahkan ke-Indo)

PT BAMBANG TIRAMAS PAMONG  
 JAYAPURA KOTA TAMBORA KEMAJUAN I KAPAL SELAM  
 01 Juli 2019 Desember 2020  
 and/or the Year Three Period  
 (Language is Indonesian or English,  
 unless otherwise stated)

15. PERALIHAN TANGGUNG JAWAB (continued)

16. PERALIHAN TANGGUNG JAWAB (continued)

Perubahan pada Dampak dari transaksi ini. Periode ini  
 adalah periode persiapan yang tidak efektif, dengan  
 tidak adanya laporan keuangan.

As of 31 December 2020 and 2021, the Company  
 has undergone business transfer with details as follows:

17. Transfer of Assets

Account	Initial	Revised	Adjusted	2020	2021	Balance
<b>Assets</b>						
Current Assets						
Cash and Cash Equivalents						
Accounts Receivable						
Inventory						
Prepaid Expenses						
Other Current Assets						
Non-current Assets						
Property, Plant, and Equipment						
Intangible Assets						
Other Non-current Assets						
Liabilities						
Current Liabilities						
Accounts Payable						
Other Current Liabilities						
Non-current Liabilities						
Long-term Debt						
Other Non-current Liabilities						
Equity						
Share Capital						
Reserves						
Other Equity Components						
Total Equity						



**PT BAMBANG TOMAS PAPER**  
 COLORED PAPER MILL AND PAPER BOARD  
 LAMPUNG PT Tbk as a public company listed in the  
 Group Financial Statements LAMPUNG Tbk as a  
 [This] has a share price listing  
 financial statements listed

The original financial statements related to this are in the  
 Indonesian language

**PT BAMBANG TOMAS PAPER**  
 LAMPUNG PT Tbk as a public company listed in the  
 Group Financial Statements LAMPUNG Tbk as a  
 [This] has a share price listing  
 financial statements listed

**12) INDEMNIFICATION (Indemnification)**

However, regarding our directors and our other  
 officers, we have indemnification provisions that  
 indemnify them from any and all liability that  
 may be incurred by them in connection with  
 their service as directors and officers of the  
 Company, including any and all liability that  
 may be incurred by them in connection with  
 their service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Further, we have indemnification provisions that  
 indemnify our directors and officers from any  
 and all liability that may be incurred by them  
 in connection with their service as directors  
 and officers of the Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

**13) CORPORATE GOVERNANCE (Corporate Governance)**

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

Under the laws of the Republic of Indonesia, the  
 directors and officers of the Company are  
 liable for any and all damages that may be  
 incurred by the Company as a result of their  
 actions or inactions in connection with their  
 service as directors and officers of the  
 Company.

**14) RELATED PARTY TRANSACTIONS (Related Party Transactions)**

**15) INFORMATION ON THE COMPANY'S FINANCIAL STATEMENTS**

**16) Financial Statements**

Indicators	Amount reported for the period ending December 31, 2023 (Rp million)	Rp million (Rp million)		Indicators
		Parent Company Contribution	Group Company Contribution	
Net identifiable intangible assets				Parent company and related party-related intangible assets
Goodwill				Goodwill
Net identifiable intangible assets	1,011,222,222	71,222	-	PT BAMBANG TOMAS PAPER LAMPUNG PT Tbk
Goodwill	1,011,222,222	71,222	-	PT BAMBANG TOMAS PAPER LAMPUNG PT Tbk
		142,444	-	
		142,444	-	

**17) Consolidated Financial Statements**

Indicators	Amount reported for the period ending December 31, 2023 (Rp million)	Rp million (Rp million)		Indicators
		Parent Company Contribution	Group Company Contribution	
Net identifiable intangible assets				Parent company and related party-related intangible assets
Goodwill				Goodwill
Net identifiable intangible assets	1,011,222,222	71,222	-	PT BAMBANG TOMAS PAPER LAMPUNG PT Tbk
Goodwill	1,011,222,222	71,222	-	PT BAMBANG TOMAS PAPER LAMPUNG PT Tbk
		142,444	-	
		142,444	-	



**PT BAMBANG TOMAS PAPER**  
**DAFTAR SAHABAT (LIST OF STOCKHOLDERS)**  
 Tanggal 07/11/2023 untuk 3000 saham Saham Biasa  
 grup Bambang Tomas Paper (Nama dan alamat pemegang saham)  
 (Nama dan alamat pemegang saham)  
 (nama dan alamat pemegang saham)

The official records and/or related books are in the Indonesian language

**PT BAMBANG TOMAS PAPER**  
**DAFTAR SAHABAT (LIST OF STOCKHOLDERS)**  
 Tanggal 07/11/2023 untuk 3000 saham Saham Biasa  
 grup Bambang Tomas Paper (Nama dan alamat pemegang saham)  
 (Nama dan alamat pemegang saham)  
 (nama dan alamat pemegang saham)

**10. SAHABAT SAHAM BIASA (LIST OF COMMON STOCKHOLDERS)**

PT Bambang Tomas Paper ada

Perusahaan ini membayar dividen tunai dan bunga saham kepada seluruh pemegang saham pada tanggal 30/09/2023 dan secara sukarela kepada pemegang saham yang memegang saham perusahaan. Untuk tahun 2023, dividen USD adalah sebesar Rp.120.000.000.000.

Konsep yang mendasari laporan keuangan ini adalah asumsi bahwa perusahaan akan terus beroperasi sebagai entitas yang berkelanjutan. Asas ini melibatkan asumsi bahwa perusahaan akan terus beroperasi sebagai entitas yang berkelanjutan. Asas ini melibatkan asumsi bahwa perusahaan akan terus beroperasi sebagai entitas yang berkelanjutan.

**11. PERSAMAAN SAHAM BIASA (COMMON STOCK)**

PT Bambang Tomas Paper ada

The Company pays quarterly principal dividends and interest with annual fixed rate of 6.50% and has created a liability rate of 0.00% (compared to LIBOR or LMR for a more comprehensive description).

The Company's stock issuance and related costs are disclosed as effective cost. The large increase in the value of the company's issued and purchased stock after the acquisition is due to the equity nature. The related costs or liabilities arising from the stock issuance is presented under liabilities available for purchase.

**17. SUDUT DITRIBUTA YANG DITRIBUTIRAN**

	31 Desember/ DECEMBER 2023
Utang Ditristribusi (T) Tahun 1	600.000
Utang Ditristribusi (T) Tahun 2	600.000
Utang Ditristribusi (T) Tahun 3	300.000
Utang Ditristribusi (T) Tahun 4	4.400.000
Utang Ditristribusi (T) Tahun 5	1.200.000
Utang Ditristribusi (T) Tahun 6	800.000
Utang Ditristribusi (T) Tahun 7	4.100.000
<b>Total</b>	<b>8.000.000</b>
<b>DEBITOR</b>	
Debitur yang telah dibayar	8.000
Debitur yang belum dibayar	8.000
<b>Total</b>	<b>16.000.000</b>

Hasil operasi yang signifikan secara kumulatif yang diperoleh perusahaan

	31 Desember/ DECEMBER 2023
Tahun 1	-
Tahun 2	1.100.000
Tahun 3	1.200.000
Tahun 4 dan seterusnya	8.000.000
<b>Total</b>	<b>10.300.000</b>

**17. KESIMPULAN OPERASI**

	31 Desember/ DECEMBER 2023	
600.000	600.000	Capital Share (T) Tahun 1
600.000	600.000	Capital Share (T) Tahun 2
300.000	300.000	Capital Share (T) Tahun 3
4.400.000	4.400.000	Capital Share (T) Tahun 4
1.200.000	1.200.000	Capital Share (T) Tahun 5
-	-	Capital Share (T) Tahun 6
-	-	Capital Share (T) Tahun 7
<b>Total</b>	<b>10.300.000</b>	<b>Total</b>
<b>LIABILITAS</b>		<b>LIABILITAS</b>
Liabilitas yang telah dibayar	8.000	Liabilitas yang telah dibayar
Liabilitas yang belum dibayar	8.000	Liabilitas yang belum dibayar
<b>Total</b>	<b>16.000.000</b>	<b>Total</b>

Hasil operasi yang signifikan secara kumulatif yang diperoleh perusahaan

	31 Desember/ DECEMBER 2023	
-	-	Tahun 1
1.100.000	1.100.000	Tahun 2
1.200.000	1.200.000	Tahun 3
8.000.000	8.000.000	Tahun 4 dan seterusnya
<b>Total</b>	<b>10.300.000</b>	<b>Total</b>



**PT BAMBANG TOMAS P. MARCO**  
 COUSIN OF THE DEFENDANT AND BENEFITARY OF THE TRUST  
 I suggest that he is an under 25 year old United Kingdom  
 born Beneficiary Under Trust and that  
(I have been advised by a qualified solicitor)  
independently of me.

**1.1 HISTORY OF THE TRUST AND THE TRUSTEE'S CLAIM**  
Background

Chikanda Beneficiaries of the Trust

**CHIKANDA BENEFICIARIES OF THE TRUST** **NAME** **STATUS**  
**1. NAME** **DATE OF BIRTH**

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

Defendant's Claims in Respect of Trust  
**NAME** **STATUS**

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

TRUSTEE	TRUSTEE'S CLAIM	TRUSTEE'S CLAIM
NAME	STATUS	STATUS

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

The original trustee's claim is that he is the  
 beneficiary of the trust.

**PT BAMBANG TOMAS P. MARCO**  
 COUSIN OF THE DEFENDANT AND BENEFITARY OF THE TRUST  
 I suggest that he is an under 25 year old United Kingdom  
 born Beneficiary Under Trust and that  
(I have been advised by a qualified solicitor)  
independently of me.

**1.2 THE TRUSTEE'S CLAIM** Background

Trustee's Claims of the Trust

**TRUSTEE** **NAME** **STATUS**  
**1. NAME** **DATE OF BIRTH**

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

Trustee's Claims in Respect of Trust  
**NAME** **STATUS**

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

TRUSTEE	TRUSTEE'S CLAIM
NAME	STATUS

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.

The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant. The Trust is a trust established under will for the benefit of the children of the Defendant.



**PT BANGKHA THAIAS P. MANCO**  
**COUSULE GENEVALE I KEMENTERIAN PERKANTORAN**  
 Gedung PT I & II no. 10001 JORJEN jalan Laksda Soediro  
 group Bangkha Thais Gedung I no. 10001  
**(Gedung I dan gedung II) Bangkha Thais**  
 Indonesia (Kantor perwakilan asing)

The official Bangkha Thais address of related banks are in the  
 following address

**PT BANGKHA THAIAS P. MANCO**  
**AGENCY NO. 10001 JORJEN JALAN SOEDIRO**  
**GROUP BANGKHA THAIS BUILDING I NO. 10001**  
**AGENCY NO. 10001 JORJEN JALAN**  
**SOEDIRO (Building I and Building II)**  
**Bangkok Indonesia (Foreign**

**1.) KEMENTERIAN PERKANTORAN TELUK BANGKHA THAIS**  
**Gedung I**

**Alamat Perwakilan PT (Gedung I)**

**Direksi Perwakilan PT Bangkha Thais Manco:**  
**JORJEN JALAN SOEDIRO 10001**

KEMENTERIAN PERKANTORAN TELUK BANGKHA THAIS  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

PT Bangkha Thais Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

PT Bangkha Thais Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

**Alamat Perwakilan PT**

**Direksi Perwakilan PT Bangkha Thais Manco:**  
**JORJEN JALAN SOEDIRO**

KEMENTERIAN PERKANTORAN TELUK BANGKHA THAIS  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

Salah satu	Salah satu	Salah satu
Salah satu	Salah satu	Salah satu
Salah satu	Salah satu	Salah satu
Salah satu	Salah satu	Salah satu

Direksi Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

Direksi Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

**17) PERKANTORAN TELUK BANGKHA THAIS**

**Alamat Perwakilan PT (Gedung I)**

**Direksi Perwakilan PT Bangkha Thais Manco:**  
**JORJEN JALAN SOEDIRO 10001**

KEMENTERIAN PERKANTORAN TELUK BANGKHA THAIS  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

PT Bangkha Thais Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

PT Bangkha Thais Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

**Alamat Perwakilan PT**

**Direksi Perwakilan PT Bangkha Thais Manco:**  
**JORJEN JALAN SOEDIRO**

KEMENTERIAN PERKANTORAN TELUK BANGKHA THAIS  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

Salah satu	Salah satu
Salah satu	Salah satu
Salah satu	Salah satu
Salah satu	Salah satu

Direksi Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

Direksi Perwakilan Perwakilan Manco  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO  
 Gedung I no. 10001 JORJEN JALAN SOEDIRO

**PT BAMBANG TIRNAS PERSADA**  
 COLORED BLENDED SODA WATER & FLAVORED  
 I registered in 14 on number 3008 since United States  
 group BamBang Tirnas I registered in a dual  
(This) has a dual group BamBang,  
 trademark information label

The original BamBang trademark labels are in the  
 following version

**PT BAMBANG TIRNAS PERSADA**  
 MENTHOL PEPPERMINT FLAVORED SODA WATER  
 REGISTERED TRADEMARK  
 REGISTERED TRADEMARK  
 REGISTERED TRADEMARK  
 REGISTERED TRADEMARK

**1.1 HISTORY INFORMATION TRADE INFORMATION**  
Company

**Business Registration Information**

**Official Registration of BamBang Tirnas Persada**  
(This) has a dual trademark

The purpose of this document is to provide information to the public regarding the registration of the BamBang Tirnas Persada trademark. The trademark is a dual trademark, meaning it is registered in both the United States and the United Kingdom. The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water.

The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water.

PT BAMBANG TIRNAS PERSADA is a company that is registered in the United States and the United Kingdom. The company is registered in the United States under the name PT BAMBANG TIRNAS PERSADA and in the United Kingdom under the name PT BAMBANG TIRNAS PERSADA.

PT BAMBANG TIRNAS PERSADA is a company that is registered in the United States and the United Kingdom. The company is registered in the United States under the name PT BAMBANG TIRNAS PERSADA and in the United Kingdom under the name PT BAMBANG TIRNAS PERSADA.

Information about the trademark is provided in this document. The information is provided in this document. The information is provided in this document.

Information about the trademark is provided in this document. The information is provided in this document. The information is provided in this document.

The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water. The trademark is used for the production and distribution of flavored soda water.

**1.2 INFORMATION ABOUT (continued)**

**Contractual Details of (continued)**

**March 1999 Patent Contract Date of**  
March 1999 Contract

The contract agreement provides certain specific details to the Company, among which include details regarding the production and distribution of flavored soda water. The contract is used for the production and distribution of flavored soda water. The contract is used for the production and distribution of flavored soda water.

The Company has complied with the contract in the manner agreed upon.

PT BAMBANG TIRNAS PERSADA is a company that is registered in the United States and the United Kingdom. The company is registered in the United States under the name PT BAMBANG TIRNAS PERSADA and in the United Kingdom under the name PT BAMBANG TIRNAS PERSADA.

PT BAMBANG TIRNAS PERSADA is a company that is registered in the United States and the United Kingdom. The company is registered in the United States under the name PT BAMBANG TIRNAS PERSADA and in the United Kingdom under the name PT BAMBANG TIRNAS PERSADA.

Information about the trademark is provided in this document. The information is provided in this document. The information is provided in this document.

Information about the trademark is provided in this document. The information is provided in this document. The information is provided in this document.

On 23 May 2012, the Company issued BamBang Tirnas Persada trademark labels in the United States and the United Kingdom.

Company Name	Business Registration Number	Trademark Registration Number	Date of Registration	Contract Details
BAMBANG TIRNAS PERSADA	3008	3008	2008	March 1999 Contract
BAMBANG TIRNAS PERSADA	3008	3008	2008	March 1999 Contract





**PT BANKING TERNAS Tbk.**  
**DAFTAR SAHAJAWA SAHABAT SAHABAT**  
 yang terdaftar di Bursa Efek Indonesia  
 pada tanggal 31 Desember 2022  
 (Data ini dibuat secara otomatis  
 melalui sistem otomatis)

The Global Shares and/or related party are in the  
 following category:  
**1) SAHABAT SAHABAT SAHABAT**  
**SAHABAT SAHABAT SAHABAT SAHABAT**  
 dan/atau Sahabat Sahabat Sahabat  
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**1) SAHABAT SAHABAT SAHABAT SAHABAT**  
**Sahabat Sahabat Sahabat Sahabat**

**Sahabat Sahabat Sahabat Sahabat**  
**Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat**  
**Sahabat Sahabat Sahabat Sahabat**

PT Perdana telah melakukan pembelian saham  
 (saham A) pada tanggal 20 Desember 2022 dan  
 telah diumumkan kepada publik pada tanggal 21  
 Desember 2022. Untuk informasi lebih lanjut, silakan  
 kunjungi laman www.perdana.co.id.

PT Perdana telah melakukan pembelian saham  
 (saham A) pada tanggal 20 Desember 2022 dan  
 telah diumumkan kepada publik pada tanggal 21  
 Desember 2022. Untuk informasi lebih lanjut, silakan  
 kunjungi laman www.perdana.co.id.

**Sahabat Sahabat Sahabat**

**Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat**  
 Sahabat Sahabat Sahabat Sahabat

Pada tanggal 10 Juli 2022, PT Perdana telah  
 melakukan pembelian saham Sahabat Sahabat Sahabat  
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Pada tanggal 10 Juli 2022, PT Perdana telah  
 melakukan pembelian saham Sahabat Sahabat Sahabat  
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Untuk informasi lebih lanjut mengenai pembelian saham  
 ini, silakan kunjungi laman www.perdana.co.id atau  
 hubungi PT Perdana di nomor telepon 021-5200-1234.  
 Untuk informasi lebih lanjut mengenai pembelian saham  
 ini, silakan kunjungi laman www.perdana.co.id atau  
 hubungi PT Perdana di nomor telepon 021-5200-1234.

**2) SAHABAT SAHABAT SAHABAT SAHABAT**

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**Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat Sahabat**  
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PT Perdana telah melakukan pembelian saham  
 (saham A) pada tanggal 20 Desember 2022 dan  
 telah diumumkan kepada publik pada tanggal 21  
 Desember 2022. Untuk informasi lebih lanjut, silakan  
 kunjungi laman www.perdana.co.id.

PT Perdana telah melakukan pembelian saham  
 (saham A) pada tanggal 20 Desember 2022 dan  
 telah diumumkan kepada publik pada tanggal 21  
 Desember 2022. Untuk informasi lebih lanjut, silakan  
 kunjungi laman www.perdana.co.id.

**Sahabat Sahabat Sahabat Sahabat**

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Pada tanggal 10 Juli 2022, PT Perdana telah  
 melakukan pembelian saham Sahabat Sahabat Sahabat  
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Untuk informasi lebih lanjut mengenai pembelian saham  
 ini, silakan kunjungi laman www.perdana.co.id atau  
 hubungi PT Perdana di nomor telepon 021-5200-1234.  
 Untuk informasi lebih lanjut mengenai pembelian saham  
 ini, silakan kunjungi laman www.perdana.co.id atau  
 hubungi PT Perdana di nomor telepon 021-5200-1234.



**PT BANGKAI TERNAS PI MARU**  
 COLOK KILAU JULAU I BUKU BUKAN BUKAN  
 I tanggal 17 18 an tahun 2024 atau Lebih Sejenis  
 grup Banker Mani I tanggal 18 an tahun  
 (Ditulis dan ditulis dengan bahasa  
 bahasa Indonesia)

The original English version of related books are in the  
 Indonesian version

**PI BANGKAI TERNAS PI MARU**  
**JAWAH PI TAP PIPI BUKU JAWA BANGKAI**  
 dan 1818 Desember 2024  
 tanggal 18 an tahun 2024  
 (Ditulis dan ditulis dengan bahasa  
 bahasa Indonesia)

**17. HAKI HAKI-HAKI DAN HAKI HAKI-HAKI**  
**Grup**

**17.1. Hak-Hak HAKI-HAKI HAKI-HAKI**

**Ditulis dan ditulis PI BANGKAI TERNAS PI MARU**  
**(Ditulis dan ditulis)**

Jika grup yang bersangkutan melakukan semua  
 hal yang disebutkan, maka akan dipukul oleh  
 grup yang bersangkutan pada seluruh  
 pada grup yang bersangkutan. I 18 an tahun  
 dan PI BANGKAI TERNAS PI MARU. I 18 an tahun  
 dan seluruh I 18 an tahun I 18 an tahun

Dalam perjanjian-perjanjian yang dibuat  
 antara perusahaan yang akan operasi dan  
 Banker, akan ada perjanjian-perjanjian yang  
 akan berlaku selama operasi dan I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun

Banker akan menerima semua biaya yang  
 ditanggung dalam perjanjian-perjanjian.

PI BANGKAI TERNAS PI MARU (Ditulis dan ditulis)  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun

**17.2. HAKI-HAKI HAKI-HAKI HAKI-HAKI**

**17.2.1. Hak-Hak HAKI-HAKI HAKI-HAKI**

**Ditulis dan ditulis PI BANGKAI TERNAS PI MARU**  
**(Ditulis dan ditulis)**

I 18 an tahun dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun

The owner agreement provides several important  
 elements to the Company, among others,  
 related with ordinary business of consumer  
 services and products, related to equity value and to  
 control net, economic along the year and the  
 last part of the year, the Company  
 and related to equity value, range value,  
 produced in the year forward, and to call or  
 assign over than 10% of the Company's total  
 assets for the Company's credit business  
 operations.

The Company also complied with the provisions as  
 applied by the income agreement.

PI BANGKAI TERNAS PI MARU (Ditulis dan ditulis)  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun  
 dan seluruh I 18 an tahun dan seluruh I 18 an tahun

**18. LAMBUKAS HAKI-HAKI HAKI-HAKI**

**18.1. HAKI-HAKI HAKI-HAKI HAKI-HAKI**

	<b>31 Desember/ Agustus 2024</b>
<b>LAMBUKAS HAKI-HAKI HAKI-HAKI</b>	<b>22 1.200</b>
<b>Lambutan HAKI-HAKI HAKI-HAKI</b>	<b>1.200</b>
<b>Total</b>	<b>23 400</b>

**18.2. LAMBUKAS HAKI-HAKI HAKI-HAKI**

**HAKI-HAKI HAKI-HAKI HAKI-HAKI**

<b>31 Desember/ Agustus 2024</b>	<b>31 Desember/ Agustus 2023</b>	
<b>LAMBUKAS HAKI-HAKI HAKI-HAKI</b>	<b>1 200</b>	<b>JAWAH BANGKAI TERNAS PI MARU</b>
<b>Lambutan HAKI-HAKI HAKI-HAKI</b>	<b>1.200</b>	<b>dan seluruh I 18 an tahun dan seluruh I 18 an tahun</b>
<b>Total</b>	<b>2 400</b>	<b>Total</b>

**PT BAMBANG TIRNAS PANGOL**  
**COLLEGE OF BUSINESS & MANAGEMENT**  
 I Tugayon St. Ili-an Center, Digos City, Division Office  
 Region Davao Region, I Tugayon St. Ili-an Center  
**(Digos) Inc. (davao region branch),**  
 (davao region branch office)

The original financial statements related hereby are in the  
 following language:

**PT BAMBANG TIRNAS PANGOL, INC.**  
**COLLEGE OF BUSINESS & MANAGEMENT**  
 I Tugayon St. Ili-an Center, Digos City, Division Office  
 Region Davao Region, I Tugayon St. Ili-an Center  
**(Digos) Inc. (davao region branch),**  
 (davao region branch office)

**18. I TUGAYON CENTER DAVAO REGION BRANCH (continued)**  
 (continued)

**(in PUSAP (PUSAP) REPORTING PERIOD) (continued)**

a. Initial direct expenses on acquisition of good:

a. Initial direct expenses on acquisition:

Justi yang dapat dibayar kepada laba rugi dan  
 pengembalian perusahaan dan tidak mungkin  
 kembali pada tanggal akuisisi tersebut.

The amounts recognized in the statement of  
 profit or loss, and other comprehensive income  
 are related to initial price, net of offset.

	Initial Price Changes related to Acquisition of Intangible Assets		
	2024	2023	
Initial price paid	12,111,000	17,687,000	Offset on the same related party from service assets
Value added	10,000,000	8,100,000	
Initial price paid	22,111,000	25,787,000	
Initial price paid to acquire intangible assets	10,000,000	8,100,000	Transferred expenses
Total	12,111,000	17,687,000	12,111,000

Initial liability includes in the acquisition price  
 because profit loss-reporter with program transfer  
 pada tanggal akuisisi tersebut.

The movement to employee benefits obligation  
 in the statement of financial position for defined  
 benefit plan are as follows:

	2024	2023	
	2024	2023	
Initial liability	12,111,000	17,687,000	Employee benefits obligation at end of year provided in other comprehensive income Transfer to Profit or Loss
Change in liability	1,000,000	(2,000,000)	
Total	13,111,000	15,687,000	Employee benefits

Initial liability included in the acquisition price  
 yang dibayar pada tanggal akuisisi tersebut  
 program transfer pada tanggal akuisisi tersebut.

The movement of current value of employee  
 benefit obligation provided in the statement of  
 income and provided in related financial plan are as  
 follows:

	2024	2023	
	2024	2023	
Initial liability	12,111,000	17,687,000	Employee benefits obligation at end of year Transfer to Other Comprehensive Income
Change in liability	1,000,000	(2,000,000)	
Initial price paid	12,111,000	17,687,000	Initial price paid related party from service assets
Value added	10,000,000	8,100,000	
Initial price paid	22,111,000	25,787,000	
Initial price paid to acquire intangible assets	10,000,000	8,100,000	Transferred expenses
Initial price paid to acquire intangible assets	10,000,000	8,100,000	Transferred expenses to other comprehensive income
Initial price paid to acquire intangible assets	10,000,000	8,100,000	Transferred expenses to other comprehensive income
Total	12,111,000	17,687,000	Initial liability



**PT BANGKITA TOMAM P. MANOK**  
**COLLEGE OF BUSINESS & MANAGEMENT**  
 1. Anggotang ng 16 sa unang 2008 class United States  
 group Bachelor Master 1 anggotang 8 sa unang  
 [(Class) kasalukuyan pagkakaibigang  
 kasalukuyan anggotang kasalukuyan]

The original financial statements included herein are in the  
 Indonesian language

**PT BANGKITA TOMAM P. MANOK**  
**COLLEGE OF BUSINESS & MANAGEMENT**  
 1. Anggotang ng 16 sa unang 2008 class United States  
 group Bachelor Master 1 anggotang 8 sa unang  
 [(Class) kasalukuyan pagkakaibigang  
 kasalukuyan anggotang kasalukuyan]

**12. I HANGGANG KALAKIPAN NG KALAKIPAN NG KALAKIPAN**  
**(continued)**

**12. I HANGGANG KALAKIPAN NG KALAKIPAN NG KALAKIPAN**  
**(continued)**

a. I anggotang ng 16 sa unang 2008 class United States

a. I anggotang ng 16 sa unang 2008 class United States

The total percentage of total assets owned by the  
 participating companies is 100% and the  
 amount of the total assets owned by the  
 companies is 100%.

The percentage of the balance of accounts has  
 changed in other companies because for  
 financial records, each year, different law, and so  
 follows.

**Talaga kasalukuyan kasalukuyan  
 kasalukuyan ng kasalukuyan  
 kasalukuyan kasalukuyan**

	2007	2008	
Share capital	50,741	41,704	Decrease share capital from shareholder's contribution
Reserve for contingencies and other contingencies	7,000	(2,000)	
<b>Total</b>	<b>57,741</b>	<b>39,704</b>	

b. I anggotang ng 16 sa unang 2008 class United States

b. I anggotang ng 16 sa unang 2008 class United States

The total percentage of total assets owned by the  
 participating companies is 100% and the  
 amount of the total assets owned by the  
 companies is 100%.

The accounts receivable to the amount of  
 paid or less, and other companies are under  
 the other company's liability, and so follows.

**Talaga kasalukuyan kasalukuyan  
 kasalukuyan ng kasalukuyan  
 kasalukuyan kasalukuyan**

	2007	2008	
Share capital	1,000	1,000	Overall equity from shareholder's contribution
Share reserve	1,000	1,000	
Share reserve	1,000	1,000	
Share reserve	1,000	1,000	Transfer to equity
<b>Total</b>	<b>4,000</b>	<b>4,000</b>	

The amount of the total assets owned by the  
 participating companies is 100% and the  
 amount of the total assets owned by the  
 companies is 100%.

The amount of the total assets owned by the  
 participating companies is 100% and the  
 amount of the total assets owned by the  
 companies is 100%.

	2007 Shareholder's contribution	2008 Shareholder's contribution	
Share capital	1,000	-	Shareholder's contribution from the shareholder's contribution
Share reserve	1,000	1,000	
Share reserve	1,000	1,000	
<b>Total</b>	<b>3,000</b>	<b>3,000</b>	<b>Shareholder's contribution</b>

**PT BAMBANG TIRNAS PAPER**  
**CILEUNGSI JALAN RUMAH SARI RUMAH SARI**  
 Cileungsi RT 14 no 140-1404 Desa Cileungsi Kecamatan  
 Karang Mekar Kabupaten Cileungsi Kabupaten  
 [Cileungsi] Kota Cirebon Jawa Barat  
 Nomor telepon kantor

The original financial statements included herein are in the  
 Indonesian language

**PT BAMBANG TIRNAS PAPER**  
**JALAN RUMAH SARI RUMAH SARI**  
 Cileungsi RT 14 no 140-1404 Desa Cileungsi Kecamatan  
 Karang Mekar Kabupaten Cileungsi Kabupaten  
 [Cileungsi] Kota Cirebon Jawa Barat  
 Nomor telepon kantor

**18. LIABILITIES ARISING FROM EMPLOYMENT CONTRACTS**  
**(Pasiva)**

**a. Liabilities from employee employment contracts**

Liabilities from employee employment contracts include employee  
 gratuity funds, employee pension funds, employee  
 medical insurance, employee life insurance, and  
 employee other benefits.

	31 December/ Desember 2024	31 December/ Desember 2023
Gratuity fund	4,182	-
Employee pension fund	4,071	4,071
Employee medical insurance	4,000	-
Employee life insurance	4,797	48,797
	<b>17,050</b>	<b>52,868</b>
Employee other benefits	0	-
Other	4,900	4,900

Liabilities from employee employment contracts include  
 gratuity funds, employee pension funds, employee  
 medical insurance, employee life insurance, and  
 employee other benefits. The employee gratuity fund  
 is calculated based on the employee's salary and the  
 number of years of service. The employee pension fund  
 is calculated based on the employee's salary and the  
 number of years of service. The employee medical  
 insurance, employee life insurance, and employee  
 other benefits are calculated based on the employee's  
 salary and the number of years of service.

	31 December/ Desember 2024	31 December/ Desember 2023
Employee gratuity fund	4,182	-
Employee pension fund	4,071	4,071
Employee medical insurance	4,000	-
Employee life insurance	4,797	48,797
Employee other benefits	0	-
Other	4,900	4,900

**19. EMPLOYEE BENEFIT OBLIGATIONS**  
**(Pasiva)**

**a. Other long-term liabilities**

The measurement of present value of employee  
 benefit obligations measured in the statement of  
 financial position for other long-term liabilities,  
 are as follows:

	31 December/ Desember 2024	31 December/ Desember 2023
Gratuity fund	-	-
Employee pension fund	4,071	4,071
Employee medical insurance	-	-
Employee life insurance	48,797	48,797
Other	-	-

The employee benefit obligations as of  
 31 December 2024 and 2023 are based on the  
 actuarial assumptions of the  
 Group's actuarial valuations of  
 employee benefit obligations as of  
 31 December 2024 and 31 December 2023, except for  
 the actuarial assumptions used for the  
 gratuity fund as follows:

	31 December/ Desember 2024	31 December/ Desember 2023
Gratuity fund	4,182	-
Employee pension fund	4,071	4,071
Employee medical insurance	4,000	-
Employee life insurance	48,797	48,797
Other	-	-

**PT BAMBANG TOMAS P. MANOL**  
**CELESTIAL JET AIRLINES CORPORATION**  
 I suggest that the current 2020 plan United States  
 group benefits under I suggest it is a total  
 [(Cost) has change group benefits  
 financial statements below]

The critical financial statements related items are in the  
 following sections:  
**PT BAMBANG TOMAS P. MANOL**  
**UNITED STATES AIRLINES CORPORATION**  
 CELESTIAL JET AIRLINES CORPORATION  
 UNITED STATES AIRLINES CORPORATION  
 UNITED STATES AIRLINES CORPORATION  
 UNITED STATES AIRLINES CORPORATION  
 UNITED STATES AIRLINES CORPORATION

**12.1 UNITED STATES AIRLINES CORPORATION**  
 (continued)

The following table summarizes the overall impact  
 on the financial statements for the period ended  
 December 31, 2020. Changes in the  
 financial statements are shown below.  
 (Cost) has change group benefits  
 financial statements below]

**12.2 UNITED STATES AIRLINES CORPORATION**  
 (continued)

The following table summarizes the overall impact  
 on the financial statements for the period ended  
 December 31, 2020. Changes in the  
 financial statements are shown below.  
 (Cost) has change group benefits  
 financial statements below]

	<b>12.1 UNITED STATES AIRLINES CORPORATION</b>				<b>Change in total liability</b>
	<b>Period ending December 31, 2020</b>		<b>Total liability at December 31, 2020</b>		
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>	
<b>Group benefits liability</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>Change in total liability</b>
<b>12.2 UNITED STATES AIRLINES CORPORATION</b>					
	<b>Period ending December 31, 2020</b>		<b>Total liability at December 31, 2020</b>		
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>Change in total liability</b>
<b>Group benefits liability</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>Change in total liability</b>

The following table summarizes the overall impact  
 on the financial statements for the period ended  
 December 31, 2020. Changes in the  
 financial statements are shown below.  
 (Cost) has change group benefits  
 financial statements below]

The following table summarizes the overall impact  
 on the financial statements for the period ended  
 December 31, 2020. Changes in the  
 financial statements are shown below.  
 (Cost) has change group benefits  
 financial statements below]

	<b>31 December 2020</b>		<b>31 December 2019</b>		<b>1 year to 31 Dec 2020</b>
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>	
<b>Group benefits liability</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>(\$1.2)</b>	<b>Change in total liability</b>

The weighted average duration of the current value  
 of employee benefits obligations for provisioned  
 employees at the end of reporting period as of  
 31 December 2020 and 2019 is 12.1 and  
 12.0 years, respectively (continued).

The weighted average duration of the current value  
 of employee benefits obligations for provisioned  
 employees at the end of reporting period as of  
 31 December 2020 and 2019 is 12.1 and  
 12.0 years, respectively (continued).

The weighted average duration of the current value  
 of employee benefits obligations for provisioned  
 employees at the end of reporting period as of  
 31 December 2020 and 2019 is 12.1 and  
 12.0 years, respectively (continued).

The weighted average duration of the current value  
 of employee benefits obligations for provisioned  
 employees at the end of reporting period as of  
 31 December 2020 and 2019 is 12.1 and  
 12.0 years, respectively (continued).



**IT BANGKOK THAIAS P MANCO**  
**COMERCE AND TRADE DEPARTMENT**  
 I suggest that we should have a meeting with  
 your Bangkok Office I suggest that we should  
 discuss the details of the project  
 (This is a very important matter)

The original document contains the following information:

**IT BANGKOK THAIAS P MANCO**  
**COMERCE AND TRADE DEPARTMENT**  
 I suggest that we should have a meeting with  
 your Bangkok Office I suggest that we should  
 discuss the details of the project  
 (This is a very important matter)

**26. APPROVED BUDGET (see attached)**

The total amount of the approved budget for the year 2000 is approximately 100 million Baht. This amount is subject to the approval of the Board of Directors.

The total amount of the approved budget for the year 2000 is approximately 100 million Baht. This amount is subject to the approval of the Board of Directors.

**27. PROFIT PERFORMANCE (see attached)**

The Annual General Meeting of the Company for the year 2000 is expected to be held in the first quarter of 2001. The profit performance for the year 2000 is expected to be approximately 100 million Baht.

The Annual General Meeting of the Company for the year 2000 is expected to be held in the first quarter of 2001. The profit performance for the year 2000 is expected to be approximately 100 million Baht.

**28. FINANCIAL STATEMENTS**

a. Balance Sheet

	Total assets (based on consolidated financial statements)	
	2000	1999
Fixed assets		
Land and buildings	1,000,000	1,400,000
Plant and machinery	500,000	500,000
Investment in subsidiaries	50,000	1,000,000
Other fixed assets	100,000	50,000
<b>Total</b>	<b>1,650,000</b>	<b>2,900,000</b>
Current assets		
Trade receivables	50	50
<b>Total</b>	<b>1,700,000</b>	<b>2,950,000</b>

Total liabilities  
 Current liabilities  
 Trade payables  
 Other liabilities  
 Total liabilities  
 1,650,000

1. The balance sheet shows that the company has a total asset of 1,700,000 Baht as at 31st December 2000.

1. The balance sheet shows that the company has a total asset of 2,950,000 Baht as at 31st December 1999.

b. Income Statement

	Total profit (based on consolidated financial statements)	
	2000	1999
Revenue	1,000,000	1,000,000
Cost of sales	(700,000)	(700,000)
Profit before tax	300,000	300,000
Tax	(50,000)	(50,000)
<b>Total profit</b>	<b>250,000</b>	<b>250,000</b>

Total profit  
 250,000

**PT BAMBANG TIRANAS P. MANOJA**  
**COLLEGE OF BUSINESS ADMINISTRATION**  
 Faculty of Business Administration  
 (College has various program branches,  
 however, information is not)

The original financial statements related items are to be  
 submitted separately

**PT BAMBANG TIRANAS P. MANOJA**  
**MANAGEMENT INFORMATION SYSTEMS DEPARTMENT**  
 Faculty of Business Administration  
 (College has various program  
 branches, information is not,  
 however, information is not)

27) **PROVISIONAL INCOME STATEMENT**

c. **Logic planning**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget KORPORASI untuk tahun	800	875

**Related parties  
PROGRAM  
Indonesian**

d. **Discretion basic**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget PERUSAHAAN	800	800
Planis budget KORPORASI dan rencana lain	18.000	18.000
	18.800	18.800

Local Colleges are with, check with user  
 re-arrangement period course

e. **Balance - asset**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget KORPORASI KORPORASI KORPORASI KORPORASI KORPORASI KORPORASI	800.000 200.000 1.000.000 100.000 1.000.000 1.000.000	800.000 200.000 1.000.000 100.000 1.000.000 1.000.000
Planis budget KORPORASI KORPORASI	0	0
Planis budget KORPORASI KORPORASI	-	100
	800	800
	1.000.000	1.000.000

28) **PROVISIONAL INCOME STATEMENT**

c. **Logic**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget KORPORASI untuk tahun	800	875

d. **Logical to date**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget KORPORASI	800	800
Planis budget KORPORASI dan rencana lain	18.000	18.000
	18.800	18.800

Refer to user BC for details of balance and  
 how to use, with related parties.

e. **Balance - asset**

	Tahun yang berakhir pada tanggal 31 Desember Tertentu (Periode)	
	2021	2022
Planis budget KORPORASI KORPORASI KORPORASI KORPORASI KORPORASI KORPORASI	800.000 200.000 1.000.000 100.000 1.000.000 1.000.000	800.000 200.000 1.000.000 100.000 1.000.000 1.000.000
Planis budget KORPORASI KORPORASI	0	0
Planis budget KORPORASI KORPORASI	-	100
	800	800
	1.000.000	1.000.000

**PT BANKING TIMEAS PAMOL**  
**DAFTAR RUKUN JAWA I RUKUN BUKIT RUMAHPUTIH**  
 Tanggal 07 Juli 2024 untuk 2024 dan Untuk Tahun  
 yang Berakhir Pada Tanggal 31 Desember  
 2024  
 (Tidak termasuk pajak penghasilan,  
 termasuk dalam neraca)

The critical financial metrics related to the  
 following account

**PT BANKING TIMEAS PAMOL**  
**DAFTAR RUKUN JAWA I RUKUN BUKIT RUMAHPUTIH**  
 Tanggal 07 Juli 2024 untuk 2024 dan Untuk Tahun  
 yang Berakhir Pada Tanggal 31 Desember  
 2024  
 (Tidak termasuk pajak penghasilan,  
 termasuk dalam neraca)

**21. PULANGPANTAI (lanjutan)**

**a. Rincian: nilai tercatat**

Nilai tercatat dari produk asuransi yang dimiliki  
 pada tanggal 31 Desember 2024 menunjukkan  
 adanya dua kategori pertangganan asuransi.  
 Hal pertama berkaitan dengan asuransi  
 pertangganan yang memiliki hubungan  
 dengan asuransi kesehatan karyawan perusahaan  
 tersebut. Nilai ini pada  
 dasarnya adalah biaya yang harus  
 dibayar di bagian awal program (lihat  
 Catatan 14).

Nilai tercatat pertangganan ini  
 menunjukkan nilai awal nilai pertangganan  
 yang telah dibayar, dikurangi dari  
 pertangganan yang telah dibayar dari  
 pertangganan asuransi tersebut pada  
 tanggal 31 Desember.

Lihat Catatan 14 untuk detail lebih lanjut  
 mengenai program ini.

**21. THE POLICY (continued)**

**a. Details and (liabilities)**

The recorded value of the insurance product  
 liabilities at the end of the reporting period is  
 shown in the following table. The liabilities  
 consist of the following: the liabilities related to  
 the insurance of employees of the Company as  
 well as the liabilities related to the insurance of  
 the employees of the insurance company. The  
 recorded value of the insurance liabilities are  
 recorded in the balance sheet in the amount of  
 the recorded value (see Note 14).

The recorded value of the insurance product  
 liabilities at the end of the reporting period is  
 shown in the following table. The liabilities  
 consist of the following: the liabilities related to  
 the insurance of employees of the Company as  
 well as the liabilities related to the insurance of  
 the employees of the insurance company.

Refer to Note 14 for details of insurance and  
 re-insurance with related parties.

**22. RUKUN BUKIT RUMAHPUTIH**

**22. RUKUN BUKIT RUMAHPUTIH**

**TABEL YANG MENYAJIKAN RINGKASAN  
 DATA PERUSAHAAN DAN PERUSAHAAN  
 YANG BERKAITAN**

	2024	2023	
<b>RUKUN BUKIT</b>			<b>TOTAL PERUSAHAAN</b>
Perusahaan induk dan anak perusahaan	60.800	68.500	ditambah ke Perusahaan
Perusahaan asosiasi	38.000	38.000	dan/atau anak perusahaan
Perusahaan lain yang dikendalikan secara efektif	60.800	78.000	Perusahaan induk dan anak perusahaan
Perusahaan lain yang dikendalikan secara efektif	8.700	10.000	Perusahaan induk dan anak perusahaan
Perusahaan lain yang dikendalikan secara efektif	1.000	1.000	Perusahaan induk dan anak perusahaan
Perusahaan lain yang dikendalikan secara efektif	1.000	1.000	Perusahaan induk dan anak perusahaan
	<b>139.300</b>	<b>196.500</b>	
<b>Perusahaan lain yang dikendalikan secara efektif</b>	<b>139.300</b>	<b>196.500</b>	<b>Perusahaan lain yang dikendalikan secara efektif</b>
	<b>139.300</b>	<b>196.500</b>	
	<b>139.300</b>	<b>196.500</b>	

1. Nilai tercatat dari produk asuransi yang dimiliki  
 pada tanggal 31 Desember 2024 menunjukkan  
 adanya dua kategori pertangganan asuransi.

Refer to Note 14 for details of insurance and  
 re-insurance with related parties.

The original financial statements included herein are in the Indonesian language.

**PT BAMBANG TIRAMAS PERSADA**  
**PT BAMBANG TIRAMAS PERSADA**  
 PT BAMBANG TIRAMAS PERSADA  
 PT BAMBANG TIRAMAS PERSADA  
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**PT BAMBANG TIRAMAS PERSADA**  
**PT BAMBANG TIRAMAS PERSADA**  
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 PT BAMBANG TIRAMAS PERSADA

36 SUPLEMEN HASIL DAN LABA/KEHILANGAN

37 AUM BUKU BUKU AKUMULASI/PROYEKSI

**TABEL YANG MENYAJIKAN**  
**PERKEMBANGAN DAN PERUBAHAN**  
**PER 31 DESEMBER 2014**

	2014	2013	
<b>Saldo awal</b>			<b>Saldo awal</b>
Saldo awal 1 Januari	100.000	100.000	Saldo awal 1 Januari
Saldo awal 31 Desember	100.000	100.000	Saldo awal 31 Desember
Saldo awal 1 Januari	100.000	100.000	Saldo awal 1 Januari
Saldo awal 31 Desember	100.000	100.000	Saldo awal 31 Desember
<b>Total</b>	<b>100.000</b>	<b>100.000</b>	<b>Total</b>

1. Saldo awal 1 Januari 2014 adalah sebesar Rp100.000.000,00.

1. Saldo awal 1 Januari 2013 adalah sebesar Rp100.000.000,00.

38 SUPLEMEN LABA/KEHILANGAN AKUMULASI

39 AUM BUKU BUKU AKUMULASI/PROYEKSI

**TABEL YANG MENYAJIKAN**  
**PERKEMBANGAN DAN PERUBAHAN**  
**PER 31 DESEMBER 2014**

	2014	2013	
<b>Saldo awal</b>			<b>Saldo awal</b>
Saldo awal 1 Januari	100.000	100.000	Saldo awal 1 Januari
Saldo awal 31 Desember	100.000	100.000	Saldo awal 31 Desember
Saldo awal 1 Januari	100.000	100.000	Saldo awal 1 Januari
Saldo awal 31 Desember	100.000	100.000	Saldo awal 31 Desember
<b>Total</b>	<b>100.000</b>	<b>100.000</b>	<b>Total</b>

1. Saldo awal 1 Januari 2014 adalah sebesar Rp100.000.000,00.

1. Saldo awal 1 Januari 2013 adalah sebesar Rp100.000.000,00.



**PT BANGKITA TOMAS P. MARCO**  
**COLLEGE OF BUSINESS | 1015 SOUTH BROADWAY**  
 I suggest that we order 2000 more United States  
 Army Shoulder Patches. I suggest that we do  
 [This] has a blue, green, purple,  
 brown, silver, and black.

The critical elements of the patch are in the  
 following order:

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
 COLLEGE OF BUSINESS  
 1015 SOUTH BROADWAY  
 UNIVERSITY OF NORTH CAROLINA  
 CHAPEL HILL, NORTH CAROLINA 27515

**20. B. FULLY PAY OFFERS**

**20. FULLY PAY OFFERS**

	Total Cash Available from Payoff to University for each of the offers		
	Offer	Offer	
Label for patches	100,000	75,000	lowest for the offer
Number of patches per offer (each offer) (for each offer)	200,000	150,000	lowest for the offer lowest for the offer lowest for the offer
Number of patches per offer (for each offer)	400	400	lowest for the offer (for each offer)

**21. SALING DUA TINGKAT DENGAN PERSE  
 B. B. B. B.**

**21. SALING DUA TINGKAT DENGAN PERSE  
 B. B. B. B.**

The budget for each offer is  
 as follows:

The budget for each offer is  
 as follows:

Each offer is a

Each offer is a

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

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**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

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**COLLEGE OF BUSINESS**

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**COLLEGE OF BUSINESS**

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**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

**PT BANGKITA TOMAS P. MARCO**  
**1015 SOUTH BROADWAY**  
**COLLEGE OF BUSINESS**

PT BAMBANG TOMAS P. MARCO  
 COLEGE BANGSALAN I BUREG BUREG PUNJARAN  
 I suggest PT I is an under 2000 class United States  
 group Standard Model I suggest it is a deal  
 (This) has a clear good example  
 financial statements listed

The critical financial statements listed here are in the  
 following section

PT BAMBANG TOMAS P. MARCO  
 JAYATI PO TAP PAPA BANGSALAN BUREG  
 BUREG BUREG BUREG BUREG  
 BUREG BUREG BUREG BUREG  
 BUREG BUREG BUREG BUREG  
 BUREG BUREG BUREG BUREG

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 BUREG BUREG BUREG BUREG

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 BUREG BUREG BUREG BUREG

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 (This) has a clear good example  
 financial statements listed

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 (This) has a clear good example  
 financial statements listed

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 (This) has a clear good example  
 financial statements listed

26 HANGSALAN I BUREG BUREG BUREG BUREG  
 (This) has a clear good example  
 financial statements listed

a. Asset

b. Liability

	PT BAMBANG BAMBANG BUREG	PT BAMBANG BAMBANG BUREG	
PT BAMBANG BAMBANG BUREG			PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG (1)			PT BAMBANG BAMBANG BUREG (1)
PT BAMBANG BAMBANG BUREG (1)	75,000	75,000	PT BAMBANG BAMBANG BUREG (1)
PT BAMBANG BAMBANG BUREG	75,000	75,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	10	10	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	10	10	PT BAMBANG BAMBANG BUREG
	<u>75,000</u>	<u>75,000</u>	
PT BAMBANG BAMBANG BUREG	75,000	75,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	7,000	7,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	4,800	4,800	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	7,000	7,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	-	0	PT BAMBANG BAMBANG BUREG
	<u>17,800</u>	<u>17,800</u>	
PT BAMBANG BAMBANG BUREG	47,200	47,200	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	7,000	7,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	7,000	7,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	100	100	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	-	7,000	PT BAMBANG BAMBANG BUREG
	<u>61,200</u>	<u>61,200</u>	
PT BAMBANG BAMBANG BUREG	750	750	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	100	100	PT BAMBANG BAMBANG BUREG
	<u>850</u>	<u>850</u>	
PT BAMBANG BAMBANG BUREG	1,000,000	1,000,000	PT BAMBANG BAMBANG BUREG
PT BAMBANG BAMBANG BUREG	1,000,000	1,000,000	PT BAMBANG BAMBANG BUREG

PT BANGKHA THAIAS P MANCO  
 COUSIN SA JULIAN I AMI BIRAN B PUNAWATI  
 I suggest PT 1 is an order 2000 also United States  
 group Bangkok Main I suggest to a deal  
 (This) has done some things  
 financial information last

The critical financial information related to the  
 information system

MJ BANGKHA THAIAS P MANCO  
 JETTYA RO THAI MAN BIRAN JICA COMPANY  
 SA SA SA BANGKHA THAI  
 and/or the Thai Thai Bank  
 (Bangkok) is a company of (Bangkok)  
 financial information last

**2L SALMO DLM TRANSAKSI DENGAN PERSE  
 SUPPLI PER (continued)**

**a. Asset (continued)**

Holding and the price of assets of PT 1 are:  
 HONDA, MERCEDES BENZ, SUPPLI, and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and

PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and

Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and

**b. Liabilities**

	PT BANGKHA THAI December 2004	PT BANGKHA THAI December 2005
<b>Other liabilities (Total Other LI)</b>		
PT Bank Mandiri (Bangkok) Tbk	6,000	6,000
PT Bank BNI (Bangkok)	2,000	2,000
PT Bank BJB (Bangkok)	500	500
PT Bank Mandiri (Bangkok) Tbk	100	100
<b>Total</b>	<b>8,500</b>	<b>8,500</b>
<b>Other liabilities (Total Other LI)</b>		
PT Bank Mandiri (Bangkok) Tbk	6,000	6,000
PT Bank BNI (Bangkok)	2,000	2,000
PT Bank BJB (Bangkok)	500	500
PT Bank Mandiri (Bangkok) Tbk	100	100
<b>Total</b>	<b>8,500</b>	<b>8,500</b>

**2M DALLARUM AND JAWABAN DLM  
 PER JETTYA-PUNAWATI (continued)**

**a. Assets (continued)**

Other information on assets of PT 1 are:  
 HONDA, MERCEDES BENZ, SUPPLI, and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and

PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and  
 PT (Bangkok) from (Bangkok) and

Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and  
 Management (Bangkok) from (Bangkok) and

**b. Liabilities**

	PT BANGKHA THAI December 2004	PT BANGKHA THAI December 2005
<b>Other liabilities (Total Other LI)</b>		
PT Bank Mandiri (Bangkok) Tbk	6,000	6,000
PT Bank BNI (Bangkok)	2,000	2,000
PT Bank BJB (Bangkok)	500	500
PT Bank Mandiri (Bangkok) Tbk	100	100
<b>Total</b>	<b>8,500</b>	<b>8,500</b>
<b>Other liabilities (Total Other LI)</b>		
PT Bank Mandiri (Bangkok) Tbk	6,000	6,000
PT Bank BNI (Bangkok)	2,000	2,000
PT Bank BJB (Bangkok)	500	500
PT Bank Mandiri (Bangkok) Tbk	100	100
<b>Total</b>	<b>8,500</b>	<b>8,500</b>

The original financial statements included herein are in the Indonesian language.

**PT BAMBANG TOMAS P. MARCO**  
**COLLEGE OF BUSINESS & ADMINISTRATION**  
 Faculty of Business Administration  
 Department of Management  
 (This is a draft financial statement  
 intended only for internal use)

**PT BAMBANG TOMAS POLICE**  
**UNIVERSITY POLICE**  
 Department of Management  
 Faculty of Business Administration  
 (This is a draft financial statement  
 intended only for internal use)

**34. BALANCE SHEET (continued)**

**34. BALANCE SHEET (continued)**

a. **Assets (continued)**

b. **Liabilities (continued)**

	31 December 2022 (Rp)	31 December 2021 (Rp)	
<b>NET ASSETS (NET EQUITY)</b>			<b>EQUITY</b>
NET ASSETS (NET EQUITY)	40,000	40,000	NET ASSETS (NET EQUITY)
PT BANC POLICE (PT BANC)	60,000	100,000	PT BANC POLICE (PT BANC)
PT BANC POLICE (PT BANC)	11,000	10,000	PT BANC POLICE (PT BANC)
PT BANC POLICE (PT BANC)	2,000	2,000	PT BANC POLICE (PT BANC)
	40,000	40,000	
<b>Total Assets (Total Equity)</b>	<b>40,000</b>	<b>40,000</b>	<b>Total Assets (Total Equity)</b>
<b>LIABILITIES (NET DEBT)</b>	<b>0</b>	<b>0</b>	<b>LIABILITIES (NET DEBT)</b>
	<b>40,000</b>	<b>40,000</b>	

Many intangible assets such as brand names, trademarks, and patents are not recognized as assets because their value cannot be reliably measured.

Other intangible assets such as patents are not recognized as assets because their value cannot be reliably measured.

c. **Equity**

d. **Liabilities**

	Total assets (Total Equity) Total Liabilities (Net Debt) Total Assets (Total Equity)		
	2022	2021	
<b>Equity (Total Equity)</b>			<b>Equity (Total Equity)</b>
Equity (Total Equity)	40,000	40,000	Equity (Total Equity)
PT BANC POLICE (PT BANC)	60,000	100,000	PT BANC POLICE (PT BANC)
PT BANC POLICE (PT BANC)	11,000	10,000	PT BANC POLICE (PT BANC)
PT BANC POLICE (PT BANC)	2,000	2,000	PT BANC POLICE (PT BANC)
	40,000	40,000	
<b>Total Equity (Total Assets)</b>	<b>40,000</b>	<b>40,000</b>	<b>Total Equity (Total Assets)</b>
<b>LIABILITIES (NET DEBT)</b>	<b>0</b>	<b>0</b>	<b>LIABILITIES (NET DEBT)</b>
	<b>40,000</b>	<b>40,000</b>	

The critical financial indicators related to the Indonesia economy

**PT BANKING TERPADU 11 BANK**  
**CUM LAUDE JULIANI ALPI ERIKA S PUNDIRA**  
 I suggest it is an order 2021 also United Nations  
 group Member State I suggest it is a deal  
**(I have been doing justice through  
 honest information)**

**11 BANKING TERPADU 11 BANK**  
**ALPI ERIKA S PUNDIRA**  
 I suggest it is an order 2021 also United Nations  
 group Member State I suggest it is a deal  
**(I have been doing justice through  
 honest information)**

**11 BANKING TERPADU 11 BANK**  
**ALPI ERIKA S PUNDIRA**

**11 BANKING TERPADU 11 BANK**  
**ALPI ERIKA S PUNDIRA**

**C. INFORMATION SUMMARY**

**C. INFORMATION SUMMARY**

	Total year interest rate (annual) of deposit year 2020-21 December		
	2020	2021	
<b>TERM DEPOSIT</b>	<b>17.50%</b>	<b>16.00%</b>	<b>TERM DEPOSIT</b>
Fixed deposit rate	17.50%	16.00%	Fixed deposit rate
Participants lease deposits bank to better long-term deposits and quality of service and services for depositors			Participants lease deposits bank to better long-term deposits and quality of service and services for depositors

of

of

	Total year interest rate (annual) of deposit year 2020-21 December		
	2020	2021	
<b>Fixed Deposit</b>			<b>Fixed Deposit</b>
PT Bank Mandiri (Perkotaan) Tbk	11.50%	11.75%	PT Bank Mandiri (Perkotaan) Tbk
PT Bank Rakyat Indonesia (Perkotaan) Tbk	12.75%	13.00%	PT Bank Rakyat Indonesia (Perkotaan) Tbk
PT Bank Syariah Indonesia (Perkotaan) Tbk	11.75%	-	PT Bank Syariah Indonesia (Perkotaan) Tbk
PT Bank CIMB Niaga	7.00%	6.75%	PT Bank CIMB Niaga
PT Bank Dharma	4.0%	4.0%	PT Bank Dharma
	<b>12.90%</b>	<b>12.85%</b>	
<b>Fixed Deposit</b>			<b>Fixed Deposit</b>
PT Bank Mandiri (Perkotaan) Tbk	11.50%	11.75%	PT Bank Mandiri (Perkotaan) Tbk
PT Bank Rakyat Indonesia (Perkotaan) Tbk	12.75%	13.00%	PT Bank Rakyat Indonesia (Perkotaan) Tbk
PT Bank Syariah Indonesia (Perkotaan) Tbk	11.75%	-	PT Bank Syariah Indonesia (Perkotaan) Tbk
PT Bank CIMB Niaga	7.00%	6.75%	PT Bank CIMB Niaga
PT Bank Dharma	4.0%	4.0%	PT Bank Dharma
	<b>12.90%</b>	<b>12.85%</b>	
<b>Fixed Deposit</b>			<b>Fixed Deposit</b>
PT Bank Mandiri (Perkotaan) Tbk	11.50%	11.75%	PT Bank Mandiri (Perkotaan) Tbk
PT Bank Rakyat Indonesia (Perkotaan) Tbk	12.75%	13.00%	PT Bank Rakyat Indonesia (Perkotaan) Tbk
PT Bank Syariah Indonesia (Perkotaan) Tbk	11.75%	-	PT Bank Syariah Indonesia (Perkotaan) Tbk
PT Bank CIMB Niaga	7.00%	6.75%	PT Bank CIMB Niaga
PT Bank Dharma	4.0%	4.0%	PT Bank Dharma
	<b>12.90%</b>	<b>12.85%</b>	
<b>Fixed Deposit</b>			<b>Fixed Deposit</b>
PT Bank Mandiri (Perkotaan) Tbk	11.50%	11.75%	PT Bank Mandiri (Perkotaan) Tbk
PT Bank Rakyat Indonesia (Perkotaan) Tbk	12.75%	13.00%	PT Bank Rakyat Indonesia (Perkotaan) Tbk
PT Bank Syariah Indonesia (Perkotaan) Tbk	11.75%	-	PT Bank Syariah Indonesia (Perkotaan) Tbk
PT Bank CIMB Niaga	7.00%	6.75%	PT Bank CIMB Niaga
PT Bank Dharma	4.0%	4.0%	PT Bank Dharma
	<b>12.90%</b>	<b>12.85%</b>	
<b>Fixed Deposit</b>			<b>Fixed Deposit</b>
PT Bank Mandiri (Perkotaan) Tbk	11.50%	11.75%	PT Bank Mandiri (Perkotaan) Tbk
PT Bank Rakyat Indonesia (Perkotaan) Tbk	12.75%	13.00%	PT Bank Rakyat Indonesia (Perkotaan) Tbk
PT Bank Syariah Indonesia (Perkotaan) Tbk	11.75%	-	PT Bank Syariah Indonesia (Perkotaan) Tbk
PT Bank CIMB Niaga	7.00%	6.75%	PT Bank CIMB Niaga
PT Bank Dharma	4.0%	4.0%	PT Bank Dharma
	<b>12.90%</b>	<b>12.85%</b>	

**PT BANKING TOMAM PUBLIC**  
DIREKTUR UTAMA  
Jl. Cendekia No. 1, Jakarta Selatan  
Telp: (021) 2912 1111  
www.banktomam.com

**24. BERKAS LAIN-LAIN**

Di susun dan di susun dalam bentuk

berkas yang meliputi dokumen-dokumen yang berkaitan dengan

- Daftar nama
- Nomor akun
- Daftar rekening
- Daftar laporan

Dokumen yang akan diserahkan

Konsep laporan ini akan diserahkan kepada  
pimpinan dan jajaran manajemen PT Bank Tomam  
(PTBT) yang akan diserahkan kepada pimpinan dan  
jajaran manajemen PTBT. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan.

Konsep laporan ini akan diserahkan kepada  
pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan.

Konsep laporan ini akan diserahkan kepada  
pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan. Laporan ini akan diserahkan  
kepada pimpinan dan jajaran manajemen PTBT yang akan  
diambil sebagai bahan pertimbangan dalam proses  
pengambilan keputusan.

The original financial statements and related reports are in the  
Indonesian language

**PT BANKING TOMAM PUBLIC**  
DIREKTUR UTAMA  
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Telp: (021) 2912 1111  
www.banktomam.com

**25. RISK ASSESSMENT REPORT**

Risk Assessment and mitigation

This Report is prepared in the following order:

- Market risk
- Credit risk
- Liquidity risk
- Operational risk

Risk management framework

The concept of risk management of the Company  
under its Corporate Risk Management (CRM)  
framework is PT Bank Tomam (Public). The  
concept of risk management is the main  
of the business and operations of the Company.  
CRM is an integral part of the management  
process of the Company's business, and it is  
a key to the management of the Company.  
The Company will focus its efforts and resources  
to ensure that the management framework  
is effective for the management (credit risk, market  
risk and operational risk) by conducting capital  
management and business review with the  
understand that in which the process is a  
conclusion from previous years to ensure  
"Supervisors of Commercial Risk Management"  
for Bank's Governing Subsidiary Company,  
which is implemented by the Company in its  
operating as the subsidiary of  
PT Bank Tomam (Public). The reporting  
structure of the Company

This risk management framework is in line  
with the Regulatory (RISK) No. 1/1998/2000  
issued by the Bank Indonesia concerning the  
Application of Risk Management in Commercial  
Bank as provided by  
RBI No. 1/1998/2000 dated on 7 July 1998  
concerning the Amendment on Bank Indonesia  
Regulation No. 1/1998/2000 concerning the  
Application of Risk Management in Commercial  
Bank.

The framework is included in the Risk Management  
Policy of the Company (RISK) is in line with the  
policy of the Regulatory (RISK) No. 1/1998/2000  
issued by the Bank Indonesia concerning the  
Application of Risk Management in Commercial  
Bank as provided by  
RBI No. 1/1998/2000 dated on 7 July 1998  
concerning the Amendment on Bank Indonesia  
Regulation No. 1/1998/2000 concerning the  
Application of Risk Management in Commercial  
Bank.

**PT BANGKITA TOMAM P. MANOK**  
**DAFTAR ISIAN JURNAL ILMIAH BAHAN BAKAR**  
 Tanggal 01 Juli 2024 oleh: **Ulihas Brilian**  
 grup: **Manajemen Modern I** tanggal: **16 Juli 2024**  
**(Nama dan kelas jangan dipindah)**  
**Isi sesuai dengan materi kuliah**

**24. BANGKITA TOMAM P. MANOK (pembahasan)**

**Strategi pasar yang sudah dan akan**

Lebih lanjut, analisis analisis. Perasaan dengan kritik tidak merupakan hal yang sangat penting. Hal yang lebih penting adalah bagaimana menganalisis dan menilai pasar yang akan datang. Analisis yang baik akan membantu perusahaan untuk mengidentifikasi peluang dan ancaman yang akan datang, dan dapat membantu perusahaan untuk mengidentifikasi peluang dan ancaman yang akan datang.

Sebagai perusahaan yang bergerak di bidang perikanan, perusahaan tersebut memiliki peluang yang sangat besar untuk mengembangkan bisnisnya di pasar internasional. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar internasional yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

Hal ini menunjukkan pentingnya analisis. Perasaan perikanan tersebut akan sangat penting untuk perusahaan yang memiliki bisnis perikanan. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar internasional yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

**File 1. Perusahaan ABC Dari Kiri dan a dan B dan C**

**Manajemen dan strategi pemasaran yang**

- Mengidentifikasi dan menganalisis peluang pasar yang akan datang.
  - Mengembangkan strategi pemasaran yang efektif dan efisien.
  - Mengembangkan strategi pemasaran yang inovatif dan kreatif.
  - Mengembangkan strategi pemasaran yang berkelanjutan.
  - Mengembangkan strategi pemasaran yang berorientasi pada pelanggan.
- Manajemen dan strategi pemasaran yang efektif dan efisien adalah kunci keberhasilan perusahaan dalam bersaing di pasar yang semakin kompetitif. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

**Perubahan struktur organisasi yang ada di perusahaan tersebut**

**PT BANGKITA TOMAM P. MANOK**  
**DAFTAR ISIAN JURNAL ILMIAH BAHAN BAKAR**  
 Tanggal 01 Juli 2024 oleh: **Ulihas Brilian**  
 grup: **Manajemen Modern I** tanggal: **16 Juli 2024**  
**(Nama dan kelas jangan dipindah)**  
**Isi sesuai dengan materi kuliah**

**27. PT BANGKITA TOMAM P. MANOK (pembahasan)**

**Perbedaan antara perusahaan dan**

Perbedaan antara perusahaan dan perusahaan lain adalah pada cara mereka mengelola sumber daya mereka. Perusahaan yang sukses adalah perusahaan yang mampu mengelola sumber daya mereka secara efektif dan efisien. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

Perbedaan antara perusahaan dan perusahaan lain adalah pada cara mereka mengelola sumber daya mereka. Perusahaan yang sukses adalah perusahaan yang mampu mengelola sumber daya mereka secara efektif dan efisien. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

Perbedaan antara perusahaan dan perusahaan lain adalah pada cara mereka mengelola sumber daya mereka. Perusahaan yang sukses adalah perusahaan yang mampu mengelola sumber daya mereka secara efektif dan efisien. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

**File 2. Struktur organisasi yang ada di perusahaan tersebut**

**Manajemen dan strategi pemasaran yang**

- Mengidentifikasi dan menganalisis peluang pasar yang akan datang.
  - Mengembangkan strategi pemasaran yang efektif dan efisien.
  - Mengembangkan strategi pemasaran yang inovatif dan kreatif.
  - Mengembangkan strategi pemasaran yang berkelanjutan.
  - Mengembangkan strategi pemasaran yang berorientasi pada pelanggan.
- Manajemen dan strategi pemasaran yang efektif dan efisien adalah kunci keberhasilan perusahaan dalam bersaing di pasar yang semakin kompetitif. Hal ini disebabkan oleh beberapa faktor, yaitu: (1) pasar yang semakin luas, (2) teknologi komunikasi yang semakin maju, (3) persaingan yang semakin ketat, (4) kebutuhan pasar yang semakin beragam, (5) peluang pasar yang semakin banyak, (6) biaya produksi yang semakin rendah, (7) teknologi yang semakin maju, (8) pasar yang semakin luas, (9) biaya yang semakin rendah, (10) peluang pasar yang semakin banyak.

PT BANGKON TIRAM POLICE  
DIREKTOR JENDERAL KEPOLISIAN RI  
Jenderal Pol. Irianto Komarudin  
Koruptasi dan Penyalahgunaan Wewenang  
(KPPU) dan dalam proses penyidikan,  
kemungkinan akan berlanjut.

The original records submitted related to the  
following matter:

PT BANGKON TIRAM POLICE,  
Jenderal Pol. Irianto Komarudin  
Koruptasi dan Penyalahgunaan Wewenang  
(KPPU) dan dalam proses penyidikan,  
kemungkinan akan berlanjut.

26. **REKORD LAPOR HUKUMI (continued)**

Rekord perkara yang sudah dan belum

diketahui mengenai pelanggaran pidana. Perbuatan  
pelanggaran pidana yang dilakukan adalah  
pelanggaran yang berkaitan dengan pelanggaran  
yang dilakukan oleh pegawai negeri dan  
pegawai atau pegawai yang diangkat pada 1  
(satu) dan seterusnya; yaitu yang dapat dikenai  
sanksi pidana (denda).

Pada 1: Perbuatan: KPPU dan pelanggaran dan  
pidana (denda)

Kemungkinan pelanggaran pidana dengan  
hukum yang berlaku berupa pelanggaran yang  
dapat dikenakan sanksi pidana yang dapat  
dikenakan oleh pegawai negeri dan  
pegawai atau pegawai yang diangkat pada 1  
satu dan seterusnya; yaitu yang dapat dikenai  
sanksi pidana (denda).

Pada 2: Kebijakan dan di terapkan di bawah

Peraturan yang berlaku mengenai disiplin  
pegawai; yaitu yang dapat dikenakan sanksi  
pidana yang berkaitan dengan pelanggaran  
yang dilakukan oleh pegawai negeri dan  
pegawai atau pegawai yang diangkat pada 1  
satu dan seterusnya; yaitu yang dapat dikenai  
sanksi pidana (denda).

Adapun yang sudah diketahui oleh pegawai  
negeri dan pegawai yang diangkat pada 1  
satu dan seterusnya; yaitu yang dapat dikenai  
sanksi pidana (denda).

27. **REKORD LAPOR HUKUMI (continued)**

Pada pelanggaran (denda)

In the implementation of this comparison the  
Company realize the importance of having an  
effective and efficient in accordance with the  
law of the Company. The Company has a  
structure that is based upon a (two) and  
management policy, which can be classified as  
follow (continued)

Pada 1: Dalam Peraturan di bawah dan  
pelanggaran dan sanksi (denda)

The compliance with company structure with  
Human Company is established through company  
structure, law of the Company in Human  
Resource Management. The Company has a  
structure that is based upon a (two) and  
management policy, which can be classified as  
follow (continued)

Pada 2: Policy and implementation of (denda)

The Company structure policy, which is not  
management, which are based particularly and  
effectively necessary in all the area where business  
activities. The policy is established with Human  
Resource Management and financial data, which  
are being applied to all employees. The  
Company also has policy regarding discipline in  
accordance with the law of the Company and  
structure.

An example of discipline between the Company  
and Human Company is arranged and in good  
structure wherever where the Company has an  
effective and efficient, which can be classified  
as follow (continued)



**PT BANGKHA THAIAS P. MANCO**  
DIREKSI DAN JABATAN KEPALA BUREAU HUMANISASI  
Jl. Jendral Gatot Subroto 100, Jakarta Selatan  
Kode Pos 12165  
(021) 5200 1000  
www.bth.com

The critical financial information related to the  
financial results

**PT BANGKHA THAIAS P. MANCO**  
DIREKSI DAN JABATAN KEPALA BUREAU HUMANISASI  
Jl. Jendral Gatot Subroto 100, Jakarta Selatan  
Kode Pos 12165  
(021) 5200 1000  
www.bth.com

**20. BANGKHA THAIAS P. MANCO (continued)**

**Management structure (continued)**

The management structure of the Company consists of the Board of Directors and the Executive Director. The Board of Directors is the highest authority in the Company and is responsible for the overall management and supervision of the Company. The Executive Director is responsible for the day-to-day management of the Company.

**Figure 2-1** Management Structure of the Company

The Board of Directors is composed of five members, including the Chairman and four Directors. The Chairman is responsible for the overall management and supervision of the Company. The Directors are responsible for the day-to-day management of the Company. The Executive Director is responsible for the day-to-day management of the Company.

The Board of Directors is responsible for the overall management and supervision of the Company. The Executive Director is responsible for the day-to-day management of the Company.

**Figure 2-2** Management Structure

The Board of Directors is responsible for the overall management and supervision of the Company. The Executive Director is responsible for the day-to-day management of the Company.

- The Board of Directors is responsible for the overall management and supervision of the Company.
- The Executive Director is responsible for the day-to-day management of the Company.
- The Board of Directors is responsible for the overall management and supervision of the Company.

The Board of Directors is responsible for the overall management and supervision of the Company. The Executive Director is responsible for the day-to-day management of the Company.

**21. BANGKHA THAIAS P. MANCO (continued)**

**Financial information (continued)**

The financial information of the Company is presented in the financial statements. The financial statements are prepared in accordance with the accounting standards applicable to the Company. The financial statements are audited by an independent auditor.

**Figure 2-3** Financial Information

The financial information of the Company is presented in the financial statements. The financial statements are prepared in accordance with the accounting standards applicable to the Company. The financial statements are audited by an independent auditor.

The financial information of the Company is presented in the financial statements. The financial statements are prepared in accordance with the accounting standards applicable to the Company. The financial statements are audited by an independent auditor.

**Figure 2-4** Financial Information

The financial information of the Company is presented in the financial statements. The financial statements are prepared in accordance with the accounting standards applicable to the Company. The financial statements are audited by an independent auditor.

- The financial information of the Company is presented in the financial statements.
- The financial statements are prepared in accordance with the accounting standards applicable to the Company.
- The financial statements are audited by an independent auditor.

The financial information of the Company is presented in the financial statements. The financial statements are prepared in accordance with the accounting standards applicable to the Company. The financial statements are audited by an independent auditor.



**PT BAMBANG TIRNAS PAMOL**  
**DAFTAR LEMBARAN LAPORAN TAHUNAN 2024**  
 Laporan ini telah selesai pada tanggal 20 Desember 2024  
 yang diterbitkan pada tanggal 20 Desember 2024  
 (Tidak ada data yang terdapat  
 mengenai informasi lain)

The critical financial information related hereby are in the  
 Indonesian language

**PT BAMBANG TIRNAS PAMOL**  
**DAFTAR LEMBARAN LAPORAN TAHUNAN 2024**  
 Laporan ini telah selesai pada tanggal 20 Desember 2024  
 yang diterbitkan pada tanggal 20 Desember 2024  
 (Tidak ada data yang terdapat  
 mengenai informasi lain)

**20. BUKU LEMBARAN TAHUNAN (continued)**

**Books pages (continued)**

The pages are categorized based on the  
 content of the financial statements  
 related to the year 2024 and are listed  
 according to the following table. There is no  
 other data related to the financial statements  
 related to the year 2024.

	Financial Statement							Total	Page
	Balance Sheet	Income Statement	Statement of Financial Position	Statement of Financial Performance	Statement of Financial Changes	Statement of Cash Flows	Notes		
Balance Sheet	1						1	1	
Income Statement		1					1	1	
Statement of Financial Position			1				1	1	
Statement of Financial Performance				1			1	1	
Statement of Financial Changes					1		1	1	
Statement of Cash Flows						1	1	1	
Notes								1	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>7</b>	

	Financial Statement							Total	Page
	Balance Sheet	Income Statement	Statement of Financial Position	Statement of Financial Performance	Statement of Financial Changes	Statement of Cash Flows	Notes		
Balance Sheet	1						1	1	
Income Statement		1					1	1	
Statement of Financial Position			1				1	1	
Statement of Financial Performance				1			1	1	
Statement of Financial Changes					1		1	1	
Statement of Cash Flows						1	1	1	
Notes								1	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>7</b>	

PT BANGKOWE TIRAMAS PAMONG  
CILIKU UJUNG JALUR 1 RUMAH BUKIT 8 PULAUH  
I menggaji di 13 an antier 2018 oleh United Britain  
Group Executive Maner I menggaji di 2 an antier  
[Nama] dan dalam proses keaktifan,  
kemungkinan akan beraktif.

The critical strength indicators related to the  
business strategy

PT BANGKOWE TIRAMAS PAMONG  
CILIKU UJUNG JALUR 1 RUMAH BUKIT 8 PULAUH  
I menggaji di 13 an antier 2018 oleh United Britain  
Group Executive Maner I menggaji di 2 an antier  
[Nama] dan dalam proses keaktifan,  
kemungkinan akan beraktif.

## 20. ANALISIS KREDIT NEGATIF (continued)

### Credit Loss

Proyeksi dan analisis kredit menunjukkan bahwa, rata-rata rasio kredit bermasalah dalam laporan ke-31 yang akan datang proyeksi kredit akan terus meningkat. Hal ini disebabkan oleh peningkatan jumlah pinjaman yang diberikan kepada debitur yang mengalami kesulitan keuangan, termasuk itu adalah karena jumlah pinjaman akan terus meningkat. Jumlah pinjaman akan terus meningkat karena jumlah pinjaman akan terus meningkat. Jumlah pinjaman akan terus meningkat karena jumlah pinjaman akan terus meningkat.

Untuk 2021, manajemen juga akan memperhatikan adanya risiko kredit yang akan dihadapi perusahaan. Untuk itu, manajemen akan melakukan upaya untuk meminimalkan risiko kredit yang akan dihadapi perusahaan. Untuk itu, manajemen akan melakukan upaya untuk meminimalkan risiko kredit yang akan dihadapi perusahaan.

## 21. RINGKASAN PASIF (continued)

### credit risk

The Company's credit risk management is focused to improve the balance sheet's healthy credit position with a prudent credit management to avoid the decline in the quality of long-term financing. The Company's credit risk management is focused to improve the balance sheet's healthy credit position with a prudent credit management to avoid the decline in the quality of long-term financing. The Company's credit risk management is focused to improve the balance sheet's healthy credit position with a prudent credit management to avoid the decline in the quality of long-term financing.

In 2021, the Company also has implemented their prudent regulation as regulated in the Ministry of Finance Regulation No. 14/PMK/2020 concerning their regulation for Finance Planning and Debt Indicator Control under the Ministry of Finance Regulation No. 14/PMK/2020 concerning the Application of Debt Risk Management in Mortgage and Debt Title in Stock under the Law No. 21/2011.

**PT BAMBANG TOMAS P. MANOL**  
C/O MRS. JULIA I. LUNA BUNYAN  
I suggest that in order to be able to do business  
with Bambang Tomas I suggest that  
[Name] has done some research  
on the company's history.

**30. BAMBANG TOMAS COMPANY**

**Global credit request**

Under this request you suggest, Bambang  
Tomas Company's request is to be able  
to do business with the company and  
its staff.

**1. Bambang Tomas Company's credit request**

The company's request is to be able to do  
business with Bambang Tomas Company  
and its staff. Bambang Tomas Company  
is a company that is able to do business  
with Bambang Tomas Company and its  
staff. Bambang Tomas Company is a  
company that is able to do business  
with Bambang Tomas Company and its  
staff. Bambang Tomas Company is a  
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with Bambang Tomas Company and its  
staff.

Bambang Tomas Company is a company  
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Tomas Company and its staff.

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Tomas Company and its staff. Bambang  
Tomas Company is a company that is  
able to do business with Bambang  
Tomas Company and its staff. Bambang  
Tomas Company is a company that is  
able to do business with Bambang  
Tomas Company and its staff.

The Global credit request is to be able  
to do business with Bambang

**MJ BAMBANG TOMAS P. MANOL**  
C/O MRS. JULIA I. LUNA BUNYAN  
I suggest that in order to be able to do business  
with Bambang Tomas I suggest that  
[Name] has done some research  
on the company's history.

**31. BAMBANG TOMAS COMPANY**

**Global credit request**

Under this request you suggest, Bambang  
Tomas Company's request is to be able  
to do business with the company and  
its staff.

**1. Bambang Tomas Company's credit request**

The company's request is to be able to do  
business with Bambang Tomas Company  
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is a company that is able to do business  
with Bambang Tomas Company and its  
staff. Bambang Tomas Company is a  
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with Bambang Tomas Company and its  
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staff.

Bambang Tomas Company is a company  
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Tomas Company is a company that is  
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Tomas Company and its staff.

Bambang Tomas Company is a company  
that is able to do business with Bambang  
Tomas Company and its staff. Bambang  
Tomas Company is a company that is  
able to do business with Bambang  
Tomas Company and its staff. Bambang  
Tomas Company is a company that is  
able to do business with Bambang  
Tomas Company and its staff.

**PT BAMBANG TOMAS PAPER**  
**COLLEGE OF BUSINESS & FINANCE**  
 I suggest that we order 2000 more United States  
 gray Shredder Paper. I suggest that we do  
 (This) has always been popular  
 because it's very useful.

The United States orders are related to the  
 following orders

**PT BAMBANG TOMAS PAPER**  
**LETTER AND COPY PAPER**  
 On 20th December 2008  
 and for the Year 2009  
**PAPERWORKS** (ORDER OF 2000)  
 (UNITED STATES PAPER)

**10. ORDER OF 2000 PAPERWORKS**

**Order book (paperwork)**

**11. Asset and liability order book**

This table summarizes the number of orders  
 and the amount of orders in the  
 market that are in the order book.

**a. Order book**

**1. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**2. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**a. Order book**

**1. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**11. Order book (paperwork)**

**Order book (paperwork)**

**a. Order book (paperwork)**

The following table shows the order book  
 and the amount of orders in the  
 market that are in the order book.

**a. Order book**

**1. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**2. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**b. Order book**

**1. Order book**

Order Type	2008		2009		2010	
	Price	Quantity	Price	Quantity	Price	Quantity
Buy	100	1000	100	1000	100	1000
Sell	100	1000	100	1000	100	1000
Total		2000		2000		2000

**PT BANGKOW TIRANAS P. MANOK**  
**DAFTAR DAFTAR JURNAL I RUMAH BUKAN BILANGAN**  
 I suggest PT I is an order 2000 plus United States  
 group. Another Month I suggest it is a deal  
 (This) has a clear, precise description  
 financial information listed

The critical financial information highlighted below are in the  
 highlighted sections

**PT BANGKOW TIRANAS P. MANOK**  
**DAFTAR DAFTAR JURNAL I RUMAH BUKAN BILANGAN**  
 I suggest PT I is an order 2000 plus United States  
 group. Another Month I suggest it is a deal  
 (This) has a clear, precise description  
 financial information listed

**20. BANGKOW TIRANAS P. MANOK (continued)**

**Market for debt (continued)**

**1. Market for common stock (continued)**

**a. Market value of (continued)**

	12/31/2016	12/31/2015	12/31/2014	12/31/2013
Common stock	10,000	10,000	10,000	10,000
Preferred stock	10,000	10,000	10,000	10,000
Retained earnings	10,000	10,000	10,000	10,000
Accumulated other comprehensive income	10,000	10,000	10,000	10,000
Total	40,000	40,000	40,000	40,000

**c. Market value of common stock and debt**

Market value of common stock and debt  
 Market value of common stock and debt  
 Market value of common stock and debt

**21. BANGKOW TIRANAS P. MANOK (continued)**

**Market for debt (continued)**

**1. Concentration of credit risk analysis (continued)**

**a. Industry sector (continued)**

**22. BANGKOW TIRANAS P. MANOK (continued)**

	12/31/2016	12/31/2015	12/31/2014	12/31/2013
Common stock	10,000	10,000	10,000	10,000
Preferred stock	10,000	10,000	10,000	10,000
Retained earnings	10,000	10,000	10,000	10,000
Accumulated other comprehensive income	10,000	10,000	10,000	10,000
Total	40,000	40,000	40,000	40,000

**c. Market value of common stock and debt**

Market value of common stock and debt  
 Market value of common stock and debt  
 Market value of common stock and debt

**23. BANGKOW TIRANAS P. MANOK (continued)**

	12/31/2016	12/31/2015	12/31/2014	12/31/2013	12/31/2012
Common stock	10,000	10,000	10,000	10,000	10,000
Preferred stock	10,000	10,000	10,000	10,000	10,000
Retained earnings	10,000	10,000	10,000	10,000	10,000
Accumulated other comprehensive income	10,000	10,000	10,000	10,000	10,000
Total	40,000	40,000	40,000	40,000	40,000

**PT BANKING TERPADU PAMNAS**  
**PT BANKING TERPADU PAMNAS**  
 Laporan Tahunan 2022 dan Laporan Keberlanjutan  
 Group Sustainability Report 2022 dan Laporan  
 Keberlanjutan 2022 (Laporan Keberlanjutan dan  
 Laporan Tahunan 2022)

The related financial information related to the  
 following business

**PT BANKING TERPADU PAMNAS**  
**PT BANKING TERPADU PAMNAS**  
 Laporan Tahunan 2022 dan Laporan Keberlanjutan  
 Group Sustainability Report 2022 dan Laporan  
 Keberlanjutan 2022 (Laporan Keberlanjutan dan  
 Laporan Tahunan 2022)

**20. LIKUIDITAS (Liquidity)**

**20.1. Likuiditas (Liquidity)**

**1. Analisis kas tersedia untuk kredit (Analysis of**

**2. Karakteristik kualitas kredit dan aset  
 keuangan (Assets)**

Peringkat kredit di Indonesia 2022 dan aset  
 keuangan berdasarkan aset dan aset keuangan  
 per kategori (Assets)

**Peringkat Kredit 2022**

Kategori	Peringkat Kredit 2022		Total	Peringkat Kredit 2021	Peringkat Kredit 2020	Peringkat Kredit 2019	Peringkat Kredit 2018
	2022	2021					
High grade	80%	80%	80%	80%	80%	80%	80%
Low grade	20%	20%	20%	20%	20%	20%	20%
Total	100%	100%	100%	100%	100%	100%	100%

High grade portfolio assets, which are  
 classified as high grade, which are the best  
 portfolio assets available.

High grade, which are the best portfolio  
 assets available.

- Classified good, which are the best portfolio  
 assets available.

High grade portfolio assets, which are  
 classified as high grade, which are the best  
 portfolio assets available.

Classified good, which are the best portfolio  
 assets available.

**20.2. RISK ANALYSIS (Risk Analysis)**

**Credit risk (Kredit Risk)**

**1. Concentration of credit risk analysis  
 (Konsentrasi Risiko Kredit)**

**2. Asset quality in business assets  
 portfolio (Kualitas Aset)**

As of 31 December 2022 and 2021 credit  
 risk exposure of loans and assets, classified  
 into (Assets)

The exposure of assets with quality  
 further plus the risk exposure, which are  
 classified as high grade.

High grade, which are the best portfolio  
 assets available.

- Classified good, which are the best portfolio  
 assets available.

High grade portfolio assets, which are  
 classified as high grade, which are the best  
 portfolio assets available.

Classified good, which are the best portfolio  
 assets available.



PT BANGKITA TOMAH P. MANO,  
 COUSIN OF THE ISSUER, IS A DIRECTOR OF PT BANGKITA  
 I suggest that it is an unclear IPO for this United States  
 group. Bangkita Manoj I suggest it is a deal  
 (This) has a clear purpose. Bangkita,  
 financial statements, notes.

The critical financial statements related to the  
 financial statements

PT BANGKITA TOMAH P. MANO,  
 MANOJ P. MANO, PT BANGKITA MANOJ, COUSIN OF THE  
 ISSUER, IS A DIRECTOR OF PT BANGKITA  
 MANOJ P. MANO, PT BANGKITA MANOJ,  
 COUSIN OF THE ISSUER, IS A DIRECTOR OF PT BANGKITA,  
 financial statements, notes.

20. **REVENUE FROM SALES OF GOODS** (continued)

**Ratio Issue** (continued)

**11. Asset vs. long-term debt ratio (continued)**

- 11. **Management's liability level and  
 financing (continued)**

The following table summarizes the aging analysis  
 showing the percentage of accounts  
 payable that are past due and aged  
 90 days or more. The table also shows the  
 percentage of accounts payable that

**11. MANAGEMENT'S LIABILITY**

	12/31/2012	3/31/2013	6/30/2013	Total	
<b>MANAGEMENT'S LIABILITY</b>					<b>COMPARISON</b>
Management's liability	12/31	12/31	12/31	12/31	<b>MANAGEMENT'S</b>
	12/31	12/31	12/31	12/31	<b>LIABILITY</b>

**11. MANAGEMENT'S LIABILITY**

	12/31/2012	3/31/2013	6/30/2013	Total	
<b>MANAGEMENT'S LIABILITY</b>					<b>COMPARISON</b>
Management's liability	12/31	12/31	12/31	12/31	<b>MANAGEMENT'S</b>
	12/31	12/31	12/31	12/31	<b>LIABILITY</b>

**Ratio Issue**

The following table summarizes the aging analysis  
 showing the percentage of accounts  
 payable that are past due and aged  
 90 days or more. The table also shows the  
 percentage of accounts payable that  
 are past due and aged 90 days or more.  
 The table also shows the percentage of  
 accounts payable that are past due and  
 aged 90 days or more. The table also  
 shows the percentage of accounts payable  
 that are past due and aged 90 days or  
 more. The table also shows the percentage  
 of accounts payable that are past due  
 and aged 90 days or more.

21. **MANAGEMENT'S LIABILITY** (continued)

**Ratio Issue** (continued)

**11. Management's liability level and  
 financing (continued)**

- 11. **Management's liability level and  
 financing (continued)**

The following table summarizes the aging  
 analysis of accounts payable and  
 accounts receivable which are past due  
 90 days or more.

**Ratio Issue**

The following table summarizes the aging analysis  
 showing the percentage of accounts  
 payable that are past due and aged  
 90 days or more. The table also shows the  
 percentage of accounts payable that  
 are past due and aged 90 days or more.  
 The table also shows the percentage of  
 accounts payable that are past due and  
 aged 90 days or more. The table also  
 shows the percentage of accounts payable  
 that are past due and aged 90 days or  
 more. The table also shows the percentage  
 of accounts payable that are past due  
 and aged 90 days or more.

**IT BANGKOK THAIAS P MANOL**  
**COE KE KE JULIA I EPI BITEE B PUNORIN**  
 I suggest IT I is an order 2024 also United States  
 group Member Main I suggest It is a deal  
 (This) has a date from Bangkok  
 financial information table

The critical financial information related to the  
 information provided

**IT BANGKOK THAIAS P MANOL**  
**COE KE KE JULIA I EPI BITEE B PUNORIN**  
 I suggest IT I is an order 2024 also United States  
 group Member Main I suggest It is a deal  
 (This) has a date from Bangkok  
 financial information table

**20. BANGKOK THAIAS P MANOL (continued)**

Financial table (continued)

The following table summarizes the results of the  
 audit and the financial information provided  
 from 2023 to 2024 (continued)

	2023	2024	2023	2024	2023	2024
Revenue	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Cost of sales	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)
Gross profit	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
Operating expenses	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Operating profit	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Net profit	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000

Revenue  
 Cost of sales  
 Gross profit  
 Operating expenses  
 Operating profit  
 Net profit

**21. BANGKOK THAIAS P MANOL (continued)**

	2023	2024	2023	2024	2023	2024
Revenue	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Cost of sales	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)
Gross profit	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000
Operating expenses	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Operating profit	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Net profit	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000

Revenue  
 Cost of sales  
 Gross profit  
 Operating expenses  
 Operating profit  
 Net profit

**PT BANGKOTA TOMAH PAPER**  
**CORPORATE SOCIAL RESPONSIBILITY**  
 Laporan PT B sebagai salah satu dari United Nations  
 Group Sustainable Media Laporan B sebagai salah  
 satu [Bisa] dan sebagai bagian dari  
 tanggung jawab perusahaan kami

The critical elements and/or related facts are in the  
 following sections

**PT BANGKOTA TOMAH PAPER**  
**CORPORATE SOCIAL RESPONSIBILITY**  
 Laporan PT B sebagai salah satu dari United Nations  
 Group Sustainable Media Laporan B sebagai salah  
 satu [Bisa] dan sebagai bagian dari  
 tanggung jawab perusahaan kami

**30. KEMERUKAN MERCA (Sustainable)**

Market should be differentiated

Table 1-6 shows the results of market research and market segmentation analysis conducted last year. It shows that all segments have a good

**31. PERCAKUPAN PASAR (Sustainable)**

Market share (continued)

The table below shows the resulting operational results of market share based on indicators last year as of 31 December 2022 and 2021

**30. KEMERUKAN MERCA**

	Every day sales last year 2021-2022	Market share	YTD FY 22 sales up to 31 Dec	Market share YTD	YTD	YTD FY 21 sales up to 31 Dec
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
Total	180,000	70%	180,000	70%	180,000	180,000

**31. PERCAKUPAN PASAR**

	Every day sales last year 2021-2022	Market share	YTD FY 22 sales up to 31 Dec	Market share YTD	Total	YTD FY 21 sales up to 31 Dec
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
PT BANGKOTA TOMAH PAPER	180,000	70%	180,000	70%	180,000	180,000
Total	180,000	70%	180,000	70%	180,000	180,000

**Market segmentation**

Market segmentation is a process of identifying and describing different groups of consumers who have different needs and wants. The purpose of market segmentation is to identify and describe different groups of consumers who have different needs and wants. The purpose of market segmentation is to identify and describe different groups of consumers who have different needs and wants.

- Targeted Marketing is a marketing strategy that focuses on specific segments of the market.

Market research is the process of gathering information about consumers and their needs and wants. The purpose of market research is to identify and describe different groups of consumers who have different needs and wants.

**Operational risk**

The Company is also very concerned about the operational risk, but since the operations are very large, the risk could be very high and impact the overall performance of the Company's overall performance in general. Operational risk is the risk caused by staff error, and failure of internal procedure, human error, system failure, or problem that could impact the Company's operations. The operational risk for the Company are handled through 3 (three) steps as follows:

- Risk identification  
 Risk assessment  
 Risk management, operations and control

The Board of Directors are responsible for the process. They have given approval to the Company's operational risk management and control as follows:

**PT BANKING TERNAS Tbk**  
DIREKTORAT JUAL BELAH DAN PEMASARAN  
Jl. Jendral Sudirman Kav. 52/1 No. 100  
Jakarta Selatan 12165  
(021) 5200 1000  
www.bankternas.com

The original financial statements included herein are in the Indonesian language

**PT BANKING TERNAS Tbk**  
DIREKTORAT JUAL BELAH DAN PEMASARAN  
Jl. Jendral Sudirman Kav. 52/1 No. 100  
Jakarta Selatan 12165  
(021) 5200 1000  
www.bankternas.com

**20. KETERANGAN LAIN-LAIN (lanjutan)**

**Metode operasional (lanjutan)**

**Manajemen Risk Management System (RMS)**

Salah satu aspek operasional dan strategi manajemen risiko Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah pelaksanaan pelaksanaan dan pelaksanaan strategi dan pelaksanaan pelaksanaan kebijakan risiko yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

Salah satu aspek risiko yang dihadapi Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah risiko operasional yang mencakup dari pelaksanaan kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

**Manajemen portofolio**

Salah satu aspek risiko yang dihadapi Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah risiko portofolio yang mencakup dari pelaksanaan kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

Salah satu aspek risiko yang dihadapi Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah risiko portofolio yang mencakup dari pelaksanaan kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

Salah satu aspek risiko yang dihadapi Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah risiko portofolio yang mencakup dari pelaksanaan kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

Salah satu aspek risiko yang dihadapi Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk adalah risiko portofolio yang mencakup dari pelaksanaan kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk. Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk menerapkan manajemen risiko secara sistematis yang meliputi seluruh kegiatan usaha Bank Ternas Tbk dan PT Bank Mandiri (Persero) Tbk.

**21. RISK MANAGEMENT (lanjutan)**

**Operasional risk management**

**Operational Risk Management System (ORMS)**

ORMS is an implementation of the objectives of the Company as a Subsidiary of PT Bank Mandiri (Persero) Tbk and is implemented in accordance with the risk management strategy and model of the Bank Ternas Tbk and PT Bank Mandiri (Persero) Tbk. The implementation of ORMS is based on the risk management strategy and model of the Bank Ternas Tbk and PT Bank Mandiri (Persero) Tbk.

ORMS is an operational risk management system that is used in the operational risk management and is implemented in accordance with the risk management strategy and model of the Bank Ternas Tbk and PT Bank Mandiri (Persero) Tbk. The implementation of ORMS is based on the risk management strategy and model of the Bank Ternas Tbk and PT Bank Mandiri (Persero) Tbk.

**Capital management**

The Company's objective when managing capital is to maintain the Company's ability to continue as a going concern in order to provide returns for shareholders and benefit the other stakeholders, and to establish an optimal capital structure to enhance the value of capital.

In order to maintain or expand the capital value, the Company may adjust the amount of dividends paid to shareholders, issue capital to shareholders or issue convertible to reduce debt.

Capital management plan in the company, the Company monitor capital for the form of the equity ratio. This ratio is calculated as the ratio of equity to total assets (including debt, equity and other assets) and is used to determine the capital structure of the company.

In managing capital, the Company monitor equity ratio to ensure that the Company comply with the PERU No. 1/2008/OT-PPK dated 27 December 2008 regarding Bank Capital Management and Risk Management.



PT BANGKUN TOMAS PERKASA  
 PT BANGKUN TOMAS PERKASA  
 (terdaftar di PT sebagai anak perusahaan United Bank  
 Group Indonesia Tbk) (terdaftar di Bursa  
 Efek Indonesia sebagai emiten, dan  
 sebagai perusahaan publik)

PT BANGKUN TOMAS PERKASA adalah anak perusahaan  
 PT BANGKUN TOMAS PERKASA

PT BANGKUN TOMAS PERKASA  
 (terdaftar di PT sebagai anak perusahaan United Bank  
 Group Indonesia Tbk) (terdaftar di Bursa  
 Efek Indonesia sebagai emiten, dan  
 sebagai perusahaan publik)

**20. PT BANGKUN TOMAS PERKASA (PUBLIK)**

PT BANGKUN TOMAS PERKASA adalah anak perusahaan  
 PT BANGKUN TOMAS PERKASA (PUBLIK) yang  
 terdaftar di Bursa Efek Indonesia sebagai emiten, dan  
 sebagai perusahaan publik

**21. PT BANGKUN TOMAS PERKASA (PUBLIK)**

PT BANGKUN TOMAS PERKASA adalah anak perusahaan  
 PT BANGKUN TOMAS PERKASA (PUBLIK) yang  
 terdaftar di Bursa Efek Indonesia sebagai emiten, dan  
 sebagai perusahaan publik

**22. Rincian Investasi**

	<b>Saldo Awal Periode</b>	<b>Saldo Akhir Periode</b>	<b>Saldo Awal Periode</b>	<b>Saldo Akhir Periode</b>	
<b>ASSET</b>					<b>ASSET</b>
Surat Berharga	0	0	0	0	Surat Berharga
Perusahaan yang dimiliki secara tidak langsung	0	0	0	0	Perusahaan yang dimiliki secara tidak langsung
Perusahaan yang dimiliki secara langsung	0	0	0	0	Perusahaan yang dimiliki secara langsung
<b>Total aset</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total aset</b>
<b>LIABILITAS</b>					<b>LIABILITAS</b>
Liabilitas keuangan	0	0	0	0	Liabilitas keuangan
Liabilitas lainnya	0	0	0	0	Liabilitas lainnya
<b>Total liabilitas</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total liabilitas</b>

**23. Rincian Investasi**

	<b>Saldo Awal Periode</b>	<b>Saldo Akhir Periode</b>	<b>Saldo Awal Periode</b>	<b>Saldo Akhir Periode</b>	
<b>ASSET</b>					<b>ASSET</b>
Surat Berharga	0	0	0	0	Surat Berharga
Perusahaan yang dimiliki secara tidak langsung	0	0	0	0	Perusahaan yang dimiliki secara tidak langsung
Perusahaan yang dimiliki secara langsung	0	0	0	0	Perusahaan yang dimiliki secara langsung
<b>Total aset</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total aset</b>
<b>LIABILITAS</b>					<b>LIABILITAS</b>
Liabilitas keuangan	0	0	0	0	Liabilitas keuangan
Liabilitas lainnya	0	0	0	0	Liabilitas lainnya
<b>Total liabilitas</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total liabilitas</b>



PT BANGKAI THOMAS P. MARCO,  
COO of the JULIA I SPA HOTEL in PUNJONG  
I signed it in an order 2008 when United States  
group Banquet Hotel I signed it in a deal  
(This) has done some things,  
because it's important to be

26. **PERCHAYAN PERCHAYAN**

**Perchayan Perchayan**

Perchayan merupakan perjanjian kerjasama  
perdagangan antara dua perusahaan Perchayan  
Perchayan Perchayan Perchayan Perchayan  
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Perchayan ini telah dilakukan dengan baik  
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The original records submitted include items in the  
following order

PT BANGKAI THOMAS P. MARCO,  
COO of the JULIA I SPA HOTEL in PUNJONG  
I signed it in an order 2008 when United States  
group Banquet Hotel I signed it in a deal  
(This) has done some things,  
because it's important to be

27. **CONTRACTS AND AGREEMENTS**

**Contract and Agreement**

The Company entered into a Joint Venture  
Agreement and signed a Contract for Purchase  
Agreement with PT Bank Mandiri (Persero) Tbk.  
It used in the agreement, the amount of cash to  
be received by bank only as a maximum of 2.50%  
from the Company and a maximum of 5.00% for  
paid financing program.

The agreement was executed several times.  
The first in order of the execution of the Joint  
Venture Agreement and a Contract for  
Purchase Agreement between PT Bank Mandiri  
(Persero) and PT Bank Mandiri (Persero) Tbk dated  
27 March 2008 with the total paid loan up to date  
to 2,500,000,000 with the provision of paid financing  
facility volume of 2,500,000,000 from the Company and  
a maximum of 2.50%, loan paid financing  
program. The agreement is valid up to  
30 February 2010.

On 21 February 2008, the Company and PT Bank  
Mandiri (Persero) Tbk signed Joint Venture  
Agreement for financing program which  
Government Vehicle and Heavy equipment  
to commercial vehicles of Bank Mandiri with the  
total joint financing facility amounting to  
4,475,000,000 with the provision of paid financing  
facility amount of 1,475,000,000 from the Company and a  
maximum of 2.50% loan paid financing program,  
whereby the Company bears the credit risk and  
the rest, borne bank Mandiri, in an amount of 3,000,  
financing program. The agreement is valid  
extended up to 30 February 2010.

On 21 May 2008 and 26 June 2010, the Company  
and PT Bank Mandiri (Persero) Tbk entered into  
a Separation Agreement for Acquisition of Finance  
Lease in Indonesia, with the total paid financing  
facility to be disbursed from time to time based  
on the structure of the underlying lease of  
PT Bank Mandiri (Persero) Tbk, whereby the  
Company bears the credit risk and the rest, borne  
bank Mandiri, in accordance with the financing  
contract.



**PT BANGKAI TERNAS P MANGA**  
**OLEH DR. DR. JULIA I. S.P. S.P. S.P. S.P. S.P. S.P. S.P.**  
 I suggest PT 14 as under 2000 also United States  
 group Member Main I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

The critical events under the United States are in the  
 following order:

**MJ BANGKAI TERNAS P MANGA**  
**METRE NO TAP PPM BOMI JICA CORPORA**  
 dan di PT BANGKAI TERNAS  
 dan di PT BANGKAI TERNAS  
 (14) has done some things,  
 because it's a deal.

**24. BANGKAI TERNAS P MANGA (continued)**

In order to be successful (continued)

There is a possibility that the PT 14  
 could be a success. I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**25. BANGKAI TERNAS P MANGA (continued)**

In order to be successful (continued)

There is a possibility that the PT 14  
 could be a success. I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**PT BANGKAI TERNAS P MANGA**  
**OLEH DR. DR. JULIA I. S.P. S.P. S.P. S.P. S.P. S.P. S.P.**  
 I suggest PT 14 as under 2000 also United States  
 group Member Main I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**PT BANGKAI TERNAS P MANGA**  
**OLEH DR. DR. JULIA I. S.P. S.P. S.P. S.P. S.P. S.P. S.P.**  
 I suggest PT 14 as under 2000 also United States  
 group Member Main I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**Australia**

In the context of Australia, the following are the  
 main events, PT 14 as under 2000 also United States  
 group Member Main I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**References**

In the context of Australia, the following are the  
 main events, PT 14 as under 2000 also United States  
 group Member Main I suggest 14 as a deal  
 (14) has done some things,  
 because it's a deal.

**PT BAMBANG TIRNAS PANGOLA**  
**DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU**  
Tanggung jawab dan risiko yang dihadapi oleh  
perusahaan ini adalah sebagai berikut:  
(Tidak ada data yang tersedia  
untuk analisis risiko)

**20. OPERASIONAL OPERASIONAL (perusahaan)**

**Daftar Gedung**

Perusahaan memiliki beberapa gedung di lokasi-lokasi strategis di berbagai kota di Indonesia. Gedung-gedung tersebut digunakan untuk kegiatan operasional perusahaan, termasuk kantor pusat dan kantor cabang. Perusahaan juga memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

**Perjanjian Sewa Gedung**

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

Perubahan kondisi pasar dan kebijakan pemerintah dapat mempengaruhi kinerja perusahaan.

**PT BAMBANG TIRNAS PANGOLA**  
**DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU DAU**  
Tanggung jawab dan risiko yang dihadapi oleh  
perusahaan ini adalah sebagai berikut:  
(Tidak ada data yang tersedia  
untuk analisis risiko)

**21. OPERASIONAL OPERASIONAL (perusahaan)**

**Daftar Gedung**

Perusahaan memiliki beberapa gedung di lokasi-lokasi strategis di berbagai kota di Indonesia. Gedung-gedung tersebut digunakan untuk kegiatan operasional perusahaan, termasuk kantor pusat dan kantor cabang. Perusahaan juga memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

**Perjanjian Sewa Gedung**

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

Perusahaan memiliki beberapa gedung yang sedang dibangun untuk ekspansi kapasitas produksi dan layanan pelanggan. Perencanaan pembangunan gedung-gedung tersebut didasarkan pada kebutuhan operasional perusahaan di masa depan. Perkiraan biaya pembangunan gedung-gedung tersebut adalah Rp 1.200.000.000,00. Perkiraan waktu penyelesaian pembangunan gedung-gedung tersebut adalah 12 bulan.

PT BANGKIT TOMAS P MANOL  
COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK  
I suggest that in order to be able to understand  
my Brother's Mind I suggest that we should  
[This] has done your brother  
[some] information about

The critical events mentioned below are in the  
following order:

PT BANGKIT TOMAS P MANOL  
MAYOR OF THE CITY OF NEW YORK  
[This] has done your brother  
[some] information about

### 30. HOW TO DIFFERENTIATE

Some of the most important things to be  
remembered about the mind are that it is  
[This] has done your brother  
[some] information about

Information about the mind is  
[This] has done your brother  
[some] information about

- [This]  
[This] has done your brother  
[some] information about

[This]  
[This] has done your brother  
[some] information about

- [This]  
[This] has done your brother  
[some] information about

Information about the mind is  
[This] has done your brother  
[some] information about

### 31. DIFFERENTIATING THE MIND

The City's primary purpose is to  
[This] has done your brother  
[some] information about

The following information about the  
[This] has done your brother  
[some] information about

- [This]  
[This] has done your brother  
[some] information about

[This]  
[This] has done your brother  
[some] information about

- [This]  
[This] has done your brother  
[some] information about

Information about the mind is  
[This] has done your brother  
[some] information about

The original financial statements included herein are to be  
 submitted to the

NY SENATE TOWN BOARD  
 COUNTY OF ALBANY 100 STATE ST. ALBANY, NY 12212  
 I request that you order your office to take the above  
 signed financial statements and to take the necessary  
 steps to have them printed and bound in a book  
 (This is done upon receipt  
 of the necessary funds)

NY SENATE TOWN BOARD  
 COUNTY OF ALBANY 100 STATE ST. ALBANY, NY 12212  
 I request that you order your office to take the above  
 signed financial statements and to take the necessary  
 steps to have them printed and bound in a book  
 (This is done upon receipt  
 of the necessary funds)

NY SENATE TOWN BOARD (see above)

NY SENATE TOWN BOARD (see above)

Description	2011		2010		2011	2010	Notes
	Actual	Budget	Actual	Budget			
Operating Expenses	1,200,000	1,200,000	1,200,000	1,200,000			
Capital Expenses	500,000	500,000	500,000	500,000			
Total	1,700,000	1,700,000	1,700,000	1,700,000			
Operating Revenue	1,500,000	1,500,000	1,500,000	1,500,000			
Capital Revenue	200,000	200,000	200,000	200,000			
Total	1,700,000	1,700,000	1,700,000	1,700,000			
Net Change	0	0	0	0			
Balance Forward	1,000,000	1,000,000	1,000,000	1,000,000			
Balance	1,000,000	1,000,000	1,000,000	1,000,000			

Description	2011		2010		2011	2010	Notes
	Actual	Budget	Actual	Budget			
Operating Expenses	1,200,000	1,200,000	1,200,000	1,200,000			
Capital Expenses	500,000	500,000	500,000	500,000			
Total	1,700,000	1,700,000	1,700,000	1,700,000			
Operating Revenue	1,500,000	1,500,000	1,500,000	1,500,000			
Capital Revenue	200,000	200,000	200,000	200,000			
Total	1,700,000	1,700,000	1,700,000	1,700,000			
Net Change	0	0	0	0			
Balance Forward	1,000,000	1,000,000	1,000,000	1,000,000			
Balance	1,000,000	1,000,000	1,000,000	1,000,000			

**PT BANGKIT TERNAS II MANOK**  
**OLEH DR. H. JULIUS I. SUPRI, S.P., M.P., M.P.P.**  
 I suggest PT II as an order 2000 plus United States  
 group. Member Peter I suggest it is a deal  
 (This) has about 2000 people,  
 around 2000 people.

The critical issues involve the related issues are in the  
 following order:

**PT BANGKIT TERNAS II MANOK**  
**METRO PD TAP PAM BOMI JOCA CORPORA**  
 DR. H. JULIUS I. SUPRI, S.P., M.P., M.P.P.  
 member Mr. Peter Peter  
 (This) is a deal (2000),  
 around 2000 people.

20. **PT BANGKIT TERNAS II MANOK** (see below)

21. **PT BANGKIT TERNAS II MANOK** (see below)

I suggest about 2000 people which is based on the

Commercial information is as follows:

	Three year growth		
	2000	2001	
<b>PROFITABILITY</b>			<b>EXPENSE</b>
Revenue 1 (Operating)	64,800	68,000	Revenue 1 (Operating)
Revenue 2 (Operating)	4,000	38,000	Revenue 2 (Operating)
Revenue 3 (Operating)	4,800	38,000	Revenue 3 (Operating)
Revenue 4 (Operating)	40,000	44,000	Revenue 4 (Operating)
Revenue 5 (Operating)	10,000	10,000	Revenue 5 (Operating)
Revenue 6 (Operating)	60,000	67,000	Revenue 6 (Operating)
Revenue 7 (Operating)	4,000	38,000	Revenue 7 (Operating)
Revenue 8 (Operating)	4,800	38,000	Revenue 8 (Operating)
Revenue 9 (Operating)	40,000	44,000	Revenue 9 (Operating)
Revenue 10 (Operating)	10,000	10,000	Revenue 10 (Operating)
<b>PROFIT</b>	<b>60,000</b>	<b>70,000</b>	<b>PROFIT</b>
<b>PROFIT MARGIN</b>	<b>100%</b>	<b>100%</b>	<b>PROFIT MARGIN</b>
<b>REVENUE</b>			<b>EXPENSE</b>
Revenue 1 (Operating)	11,000	11,000	Revenue 1 (Operating)
Revenue 2 (Operating)	11,000	11,000	Revenue 2 (Operating)
Revenue 3 (Operating)	11,000	11,000	Revenue 3 (Operating)
Revenue 4 (Operating)	11,000	11,000	Revenue 4 (Operating)
Revenue 5 (Operating)	11,000	11,000	Revenue 5 (Operating)
Revenue 6 (Operating)	11,000	11,000	Revenue 6 (Operating)
Revenue 7 (Operating)	11,000	11,000	Revenue 7 (Operating)
Revenue 8 (Operating)	11,000	11,000	Revenue 8 (Operating)
Revenue 9 (Operating)	11,000	11,000	Revenue 9 (Operating)
Revenue 10 (Operating)	11,000	11,000	Revenue 10 (Operating)
<b>PROFIT</b>	<b>11,000</b>	<b>11,000</b>	<b>PROFIT</b>
<b>PROFIT MARGIN</b>	<b>100%</b>	<b>100%</b>	<b>PROFIT MARGIN</b>
<b>Revenue 1 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 1 (Operating)</b>
<b>Revenue 2 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 2 (Operating)</b>
<b>Revenue 3 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 3 (Operating)</b>
<b>Revenue 4 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 4 (Operating)</b>
<b>Revenue 5 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 5 (Operating)</b>
<b>Revenue 6 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 6 (Operating)</b>
<b>Revenue 7 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 7 (Operating)</b>
<b>Revenue 8 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 8 (Operating)</b>
<b>Revenue 9 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 9 (Operating)</b>
<b>Revenue 10 (Operating)</b>	<b>11,000</b>	<b>11,000</b>	<b>Revenue 10 (Operating)</b>



**PT BANKING TERNAS Tbk.**  
DIREKTOR UTAMA  
Jl. Jenderal Sudirman Kav. 52-53, Jakarta Selatan  
Telp. (021) 5715111  
www.bankternas.co.id

The original financial statements included herein are in the Indonesian language.

**PT BANKING TERNAS Tbk.**  
DIRECTOR GENERAL  
Jl. Jenderal Sudirman Kav. 52-53, Jakarta Selatan  
Telp. (021) 5715111  
www.bankternas.co.id

**20. PERUBAHAN KEHILANGAN KEHILANGAN**

Perubahan kerugian yang timbul dari aktivitas perusahaan seperti berikut:

**20. CHANGE OF LOSS OF LOSS**

The recognition of losses due to the loss of loss is as follows:

Kategori kerugian jenis kerugian	Perubahan kerugian perusahaan					Saldo akhir tahun akhir
	Kerugian awal tahun	Saldo akhir tahun akhir	Perubahan keuntungan perusahaan	Saldo akhir tahun akhir	Saldo akhir tahun akhir	
Saldo awal tahun	0	0	0	0	0	0
Saldo akhir tahun	0	0	0	0	0	0

Kategori kerugian jenis kerugian	Perubahan kerugian perusahaan					Saldo akhir tahun akhir
	Kerugian awal tahun	Saldo akhir tahun akhir	Perubahan keuntungan perusahaan	Saldo akhir tahun akhir	Saldo akhir tahun akhir	
Saldo awal tahun	0	0	0	0	0	0
Saldo akhir tahun	0	0	0	0	0	0

**21. STANDART AKUNTANSI YANG TERLAKUKAN OLEH PERUSAHAAN**

Daftar ini adalah daftar Standar Akuntansi Keuangan, Independen Standar Akuntansi Keuangan dan Standar yang lain yang digunakan dalam penyusunan laporan keuangan perusahaan (LRA) yang berlaku untuk periode pelaporan keuangan. Laporan keuangan ini disusun dengan menggunakan standar akuntansi yang berlaku di Indonesia.

**a. PERUBAHAN PADA STANDART PERUSAHAAN YANG BERLAKU**

Perubahan standar akuntansi perusahaan yang diterapkan perusahaan ini akan dijelaskan pada laporan keuangan ini. Perubahan standar akuntansi yang diterapkan perusahaan ini akan dijelaskan pada laporan keuangan ini yang masih berlaku.

Perubahan standar akuntansi perusahaan yang diterapkan perusahaan ini akan dijelaskan pada laporan keuangan ini yang masih berlaku.

**21. ACCOUNTING STANDARDS USED BY THE COMPANY**

The following are the company's financial accounting standards, independent financial accounting standards, and other standards used by the company in the preparation of its financial statements. These standards are used in the preparation of the company's financial statements.

**a. CHANGE OF COMPANY STANDARDS THAT APPLY**

The company's financial statements are prepared using the accounting standards that are applicable to the company. The change of accounting standards that are applicable to the company will be explained in the financial statements.

The change of accounting standards that are applicable to the company will be explained in the financial statements.

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 CILEUNGSI JALAN I RUPA BUNDA 8 PUNJASARI  
 I sukagalih RT 11 no 001/001 Desa Cileungsi Kecamatan  
 Gunung Sindur Kabupaten Sukagalih Jawa Barat  
 (This) has details please carefully  
 financial statements listed

The original financial statements related hereby are in the  
 Indonesian language

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 CILEUNGSI DESA CILEUNGSI KECAMATAN  
 GUNUNG SINDUR KABUPATEN SUKAGALIH  
 JAWA BARAT  
 (This) has details please carefully  
 financial statements listed

**28. STATE OF AFFAIRS AS OF**

At the end of the period covered by the financial statements  
 31 December 2024, the company's assets, liabilities and  
 equity are as follows:

	Reported and audited in accordance with the Indonesian Accounting Standards	Reported and audited in accordance with the Indonesian Accounting Standards
31 December 2024 Rp100,000,000,000 One Hundred Billion Rupiah		
Assets		
Current assets	82,100,000,000	82,100,000,000
Non-current assets	17,900,000,000	17,900,000,000
Total	100,000,000,000	100,000,000,000

**29. STATE OF AFFAIRS AS OF**

At the end of the period covered by the financial statements as of  
 31 December 2024, the company's assets, liabilities and equity  
 are as follows:

	Reported and audited in accordance with the Indonesian Accounting Standards	Reported and audited in accordance with the Indonesian Accounting Standards
31 December 2024 Rp100,000,000,000 One Hundred Billion Rupiah		
Assets		
Current assets	82,100,000,000	82,100,000,000
Non-current assets	17,900,000,000	17,900,000,000
Total	100,000,000,000	100,000,000,000

**30. MANAGEMENT DISCUSSION AND ANALYSIS**

The management discussion and analysis is available in the  
 financial statements and is not audited by the independent  
 auditors. The management discussion and analysis is  
 available in Indonesian language on the company's website  
 at [www.bambangtomaspaper.com](http://www.bambangtomaspaper.com).

**31. CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**

The management of the Company is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards which were complete and adopted for disclosure by the Board of Directors on 29 January 2025.



# Cross Reference to Financial Services Authority Circular Letter No. 16/SEOJK.04/2021

Notes on the Content of Annual Report		Page
<b>1. The Annual Report contains at least information regarding:</b>		
a.	overview of important financial data;	12
b.	stock information (if any);	N/A
c.	Board of Directors' report;	36
d.	Board of Commissioners' report;	32
e.	profile of Issuer or Public Company;	50
f.	management discussion and analysis;	100 - 141
g.	governance of the Issuer or Public Company;	142 - 283
h.	social and environmental responsibility of Issuers or Public Companies;	284 - 289
i.	audited annual financial reports; and	290 - 432
j.	Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding their responsibilities for the Annual Report.	44 - 45
<b>2. Description of the Contents of the Annual Report</b>		
a	Summary of Important Financial Data. Summary of Important Financial Data contains financial information presented in comparative form for 3 (three) financial years or since starting their business if the Issuer or Public Company has been running its business activities for less than 3 (three) years, at least contains:	
	1) income/sales;	12
	2) gross profit;	12
	3) profit (loss);	12
	4) total profit (loss) attributable to owners of the parent entity and non-controlling interests;	12
	5) total comprehensive profit (loss).	12
	6) total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;	12
	7) profit (loss) per share;	12
	8) total assets;	14
	9) total liabilities;	15
	10) total equity;	15
	11) ratio of profit (loss) to total assets;	17
	12) ratio of profit (loss) to equity;	17
	13) ratio of profit (loss) to income/sales;	17
	14) current ratio;	17
	15) liabilities to equity ratio;	17
	16) ratio of liabilities to total assets; and	17
	17) information and other financial ratios that are relevant to the Issuer or Public Company and the type of industry.	17
b.	Stock Information	
	Stock information for Public Companies at least contains:	
	1) shares that have been issued for each quarter period presented in comparative form for the last 2 (two) financial years, at least include:	
	(a) the number of shares outstanding;	18

Notes on the Content of Annual Report		Page
	(b) market capitalization based on the price on the Stock Exchange where the shares are listed;	N/A
	(c) the highest, lowest and closing share prices are based on the price on the Stock Exchange where the shares are listed; and	N/A
	(d) trading volume on the Stock Exchange where the shares are listed; Information in letters b), c), and d) is only disclosed if the shares are listed on the Stock Exchange;	N/A
2)	in the event of a corporate action, such as a stock split, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, as well as additions and reductions in capital, share information as referred to in number 1) added at least an explanation regarding:	
	(a) the date of implementation of the corporate action;	18
	(b) ratios of stock splits, reverse stock ratios, stock dividends, bonus shares, and changes in the nominal value of shares;	18
	(c) the number of outstanding shares before and after the corporate action;	18
	(d) the number of effect conversions executed (if any); and	18
	(e) stock prices before and after corporate actions;	18
3)	in the event of a temporary suspension of share trading (suspension) and/or delisting of shares during the financial year, the Issuer or Public Company explains the reasons for the temporary suspension of share trading (suspension) and/or delisting of shares (delisting); and	N/A
4)	in the event that the temporary suspension of share trading (suspension) and/or delisting of shares as referred to in number 3) is still ongoing until the end of the Annual Report period, the Issuer or Public Company shall explain the actions taken to resolve the temporary suspension of share trading (suspension). ) and/or delisting of said shares;	N/A
c.	<b>Board of Directors' Report</b>	
	The Board of Directors' report contains at least a brief description of:	
1)	the performance of the Issuer or Public Company, at least includes:	
	(a) Issuer's or Public Company's strategy and strategic policies;	38
	(b) the role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company;	38
	(c) the process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	38
	(d) a comparison between the results achieved and those targeted by the Issuer or Public Company; and	38
	(e) constraints faced by Issuers or Public Companies;	38
2)	description of business prospects;	39
3)	implementation of Issuer or Public Company governance.	39
d.	<b>Report of the Board of Commissioners</b>	
	The Board of Commissioners' report contains at least a brief description of:	
1)	assessment of the Board of Directors' performance regarding the management of the Issuer or Public Company, including oversight by the Board of Commissioners in the formulation and implementation of the Issuer's or Public Company's strategy carried out by the Board of Directors;	33
2)	views on the business prospects of the Issuer or Public Company compiled by the Board of Directors; And	33
3)	views on the implementation of the Issuer's or Public Company's governance.	34

Notes on the Content of Annual Report		Page
e.	Profile of Issuer or Public Company	
	Profile of Issuer or Public Company at least contains:	
1)	name of Issuer or Public Company including if there is a change of name, reasons for the change, and the effective date of the name change in the financial year;	50
2)	access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	
	(a) address;	
	(b) phone number;	
	(c) e-mail address; and	
	(d) Website address;	50
3)	a brief history of the Issuer or Public Company;	51
4)	the vision and mission of the Issuer or Public Company and corporate culture or corporate values;	56-57
5)	business activities according to the latest articles of association, business activities carried out in the financial year, and types of goods and/or services produced;	58-59
6)	the operational area of the Issuer or Public Company; operational area is the area or area of implementing operational activities or the scope of the company's operational activities;	92-99
7)	organizational structure of the Issuer or Public Company in a form of chart, at least up to 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions;	60-61
8)	list of membership of industry associations both on a national and international scale related to the implementation of sustainable finance;	59
9)	profile of the Board of Directors, at least contains:	
	(a) name and position in accordance with duties and responsibilities;	66-69
	(b) recent photograph;	66-69
	(c) age;	66-69
	(d) nationality;	66-69
	(e) history of education and/or certification;	66-69
	(f) history of position, including information on:	
	(1) legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned;	66-69
	(2) concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed; and	66-69
	(3) work experience and time period both inside and outside the Issuer or Public Company;	66-69
	(g) affiliation with other members of the Board of Directors, members of the Board of Commissioners, major and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, then the Issuer or Public Company shall disclose this matter; and	66-69
	(h) changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, then this matter shall be disclosed;	66-69

Notes on the Content of Annual Report		Page
10)	profile of the Board of Commissioners, at least contains:	
	(a) name and title;	62-65
	(b) recent photograph;	62-65
	(c) age;	62-65
	(d) nationality;	62-65
	(e) educational background and/or certification;	62-65
	(f) history of position, including information on:	62-65
	(1) the legal basis for appointment as a member of the Board of Commissioners	62-65
	(2) the legal basis for the first appointment as a member of the Board of Commissioners who is an Independent Commissioner of the Issuer or Public Company concerned;	62-65
	(3) concurrent positions, both as members of the Board of Commissioners, members of the Board of Directors, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Commissioners do not have concurrent positions, then this is disclosed; And	62-65
	(4) work experience and time period both inside and outside the Issuer or Public Company;	62-65
	(g) Affiliate relationships with other members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties; In the event that members of the Board of Commissioners have no affiliation, the Issuer or Public Company shall disclose this matter;	62-65
	(h) statement of independence of the Independent Commissioner if the Independent Commissioner has served more than 2 (two) terms; And	65
	(i) changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, then this matter shall be disclosed;	62-65
11)	in the event that there is a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurs after the end of the financial year until the deadline for submission of the Annual Report, the composition included in the Annual Report is the last and previous composition of the members of the Board of Directors and/or the Board of Commissioners;	165
12)	number of employees according to gender, position, age, educational level, and employment status (permanent/contract) in the financial year;	74-77
13)	Disclosure of information can be presented in tabular form.	
	(a) shareholders who own 5% (five percent) or more shares of the Issuer or Public Company;	81
	(b) members of the Board of Directors and members of the Board of Commissioners who own shares of Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, this matter shall be disclosed; and	81
	(c) groups of public shareholders, namely groups of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company; The above information can be presented in tabular form.	81
14)	the percentage of indirect ownership of shares of Issuers or Public Companies by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders who are registered in the register of shareholders for the benefit of indirect ownership by members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter shall be disclosed.	81

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15)	number of shareholders and percentage of ownership at the end of the financial year based on classification:	
	(a) ownership of local institutions;	81
	(b) ownership of foreign institutions;	81
	(c) local individual ownership; And	81
	(d) foreign individual ownership;	81
16)	information regarding the major and controlling shareholders of the Issuer or Public Company, either directly or indirectly, up to the individual owners, presented in the form of a schematic or chart;	81
17)	names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control (if any), along with the percentage of share ownership, line of business, total assets, and operating status of subsidiaries, associated companies, joint venture companies; For subsidiaries, information regarding the address of the subsidiary is added.	87
18)	chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the Stock Exchange where the Issuer's or Public Company's shares are listed, including stock splits, reverse stocks, dividends shares, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of additions and reductions in capital (if any);	N/A
19)	information on the listing of securities other than securities as referred to in number 18), which are not yet due in the financial year, at least contains the name of the securities, year of issuance, interest/yield rate, maturity date, offering value, and rating of the securities (if There is);	85-86
20)	information on the use of the services of a public accountant (AP) and a public accounting firm (KAP) and their network/association/alliance includes:	
	(a) name and address;	87
	(b) assignment period;	87
	(c) information on audit and/or non-audit services provided;	87
	(d) audit and/or non-audit fee for each assignment given during the financial year; And	87
	(e) in the event that the designated AP and KAP and their network/association/alliance do not provide non-audit services, then the information shall be disclosed; And Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form.	87
21)	Name and address of capital market supporting institutions and/or professions other than AP and KAP.	87
f.	Management Discussion and Analysis	
	Management analysis and discussion contains analysis and discussion of financial reports and other important information with an emphasis on material changes that occurred during the financial year, which at least contain:	
1)	Operational review per operating segment according to the type of industry of the Issuer or Public Company, at least concerning:	
	(a) production, which includes its process, capacity and development;	102-115
	(b) revenue/sales; And	102-115
	(c) profitability;	102-115
2)	Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) financial years, an explanation of the causes of the changes and the impact of these changes, at least concerning:	
	(a) current assets, non-current assets and total assets;	116-117

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	(b) short-term liabilities, long-term liabilities and total liabilities;	116-117
	(c) equity;	116-117
	(d) income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); And	118-119
	(e) cash flow;	120-122
3)	Ability to pay debts or obligations by presenting the calculation of the relevant ratio;	123
4)	The collectibility level of the Issuer's or Public Company's receivables by presenting the calculation of the relevant ratio;	125-127
5)	The capital structure and management policies on the capital structure are accompanied by the basis for determining the said policies;	128-129
6)	Discussion regarding material commitments for investment in capital goods with explanations covering at least:	
	(a) the purpose of the bond;	129
	(b) the expected source of funds to fulfill the said commitment;	129
	(c) the currency in which it is denominated; And	129
	(d) steps planned by the Issuer or Public Company to protect against risks from the related foreign currency position;	129
7)	Discussion on investment in capital goods realized in the last financial year, at least includes:	
	(a) type of investment in capital goods;	129
	(b) the purpose of investing in capital goods; And	129
	(c) the investment value of capital goods issued;	129
8)	Information and material facts that occurred after the date of the accountant's report (if any);	130
9)	The business prospects of the Issuer or Public Company are related to the conditions of the industry, general economy and the international market accompanied by quantitative supporting data from credible data sources;	131
10)	Comparison between targets/projections at the beginning of the financial year with the results achieved (realization), regarding:	
	(a) revenue/sales;	130-131
	(b) profit (loss);	130-131
	(c) capital structure; or	130-131
	(d) other matters deemed important by the Issuer or Public Company;	130-131
11)	Targets/projections to be achieved by Issuers or Public Companies for the next 1 (one) year, regarding:	
	(a) revenue/sales;	131
	(b) profit (loss);	131
	(c) capital structure;	131
	(d) dividend policy; or	131
	(e) other matters deemed important by the Issuer or Public Company;	131
12)	Marketing aspects of Issuer's or Public Company's goods and/or services, at least concerning marketing strategy and market share;	103
13)	Description of dividends for the last 2 (two) financial years (if any), at least:	

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	(a) dividend policy, including information on the percentage of the amount of dividends distributed to net income;	132
	(b) cash dividend payment date and/or non-cash dividend distribution date;	132
	(c) the amount of dividends per share (cash and/or non-cash); And	132
	(d) the amount of annual dividends paid; Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company has not distributed dividends in the last 2 (two) years, this will be disclosed.	132
14)	Realization of the use of proceeds from the Public Offering, provided that:	
	(a) in the event that during the financial year, the Issuer has an obligation to submit a report on the realization of the use of funds, then the cumulative realization of the use of proceeds from the Public Offering is disclosed up to the end of the financial year; And	133-134
	(b) in the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation concerning Realization Reports on the Use of Proceeds from a Public Offering, the Issuer shall explain the change;	134
15)	material information (if any), including but not limited to investments, expansions, divestitures, business mergers/consolidations, acquisitions, debt/capital restructuring, material transactions, Affiliate transactions, and conflict of interest transactions, which occurred in the financial year, including among other things :	
	(a) the date, value and object of the transaction;	134-137
	(b) the name of the party making the transaction;	134-137
	(c) the nature of the affiliate relationship (if any);	134-137
	(d) an explanation regarding the fairness of the transaction;	134-137
	(e) fulfillment of related provisions; and	134-137
	(f) in the event that there is an affiliation relationship, apart from disclosing the information referred to in point a) through point e), the Issuer or Public Company also discloses information:	
	(1) a statement from the Board of Directors that the affiliated transaction has gone through adequate procedures to ensure that the affiliated transaction is carried out in accordance with generally accepted business practices, among others carried out by fulfilling the arm's length principle; And	N/A
	(2) the role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others carried out by fulfilling the arm's length principle;	N/A
	(g) for affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out in order to generate income business and carried out routinely, repeatedly, and/or continuously; In the case of affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, information is added regarding references to disclosure in the said annual financial statements.	N/A
	(h) for disclosure of affiliated transactions and/or conflict of interest transactions which are the result of the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, information regarding the date of the GMS that approves the affiliated transactions and/or conflict of interest transactions is added;	N/A
	(i) in the event that there are no affiliated transactions and/or conflict of interest transactions, then disclose this matter;	N/A
16)	changes in the provisions of laws and regulations that have a significant effect on the Issuer or Public Company and the impact on the financial statements (if any); And	138

Notes on the Content of Annual Report		Page
17)	changes in accounting policies, reasons and their impact on the financial statements (if any);	139
g.	Governance of Issuers or Public Companies	
	The governance of the Issuer or Public Company contains at least a brief description of:	
1)	GMS, at least contains:	
	(a) Information regarding GMS resolutions in the financial year and 1 (one) year before the financial year includes:	
	(1) GMS resolutions in the financial year and 1 (one) year prior to the financial year realized in the financial year; And	156-159
	(2) GMS decisions in the financial year and 1 (one) year prior to the financial year that have not been realized and the reasons for not being realized;	160
	(b) in the event that an Issuer or Public Company uses an independent party in the implementation of the GMS to count the votes, then this matter shall be disclosed;	N/A
2)	Board of Directors, at least contains:	
	(a) the duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	171-173
	(b) a statement that the Board of Directors has guidelines or charter of the Board of Directors;	171
	(c) policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors at these meetings including attendance at the GMS;	184
	(d) training and/or competency improvement for members of the Board of Directors:	174
	(1) policy on training and/or competency improvement for members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); And	174
	(2) training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);	174
	(e) the Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the financial year contains at least:	
	(1) performance appraisal procedures; And	177
	(2) the criteria used are performance achievements during the financial year, competence and attendance at meetings; And	177
	(f) in the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this will be disclosed.	N/A
3)	Board of Commissioners, at least contains:	
	(a) the duties and responsibilities of the Board of Commissioners;	166-167
	(b) a statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners;	165
	(c) policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors, and the level of attendance of members of the Board of Commissioners at these meetings including attendance at the GMS;	183
	(d) training and/or competency improvement for members of the Board of Commissioners:	77



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	(1) policy on training and/or competency improvement for members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any); and	167
	(2) training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);	77
	(e) assessment of the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and members of the Board of Commissioners, at least contains:	177
	(1) performance appraisal implementation procedures;	177-178
	(2) the criteria used are performance achievements during the financial year, competence and attendance at meetings; And	177-178
	(3) the party making the assessment; and	177-178
	(f) the Board of Commissioners' assessment of the performance of the committees that support the implementation of the duties of the Board of Commissioners in the financial year includes:	177-178
	(1) performance appraisal procedures; and	177-178
	(2) the criteria used are performance achievements during the financial year, competence and attendance at meetings;	177-178
4)	Nomination and remuneration for the Board of Directors and Board of Commissioners, at least contains:	
	(a) the nomination procedure, including a brief description of the policy and nomination process for members of the Board of Directors and/or members of the Board of Commissioners; And	178
	(b) procedures and implementation of remuneration for the Board of Directors and Board of Commissioners, including:	
	(1) procedures for determining remuneration for the Board of Directors and Board of Commissioners;	180
	(2) remuneration structure for the Board of Directors and Board of Commissioners, such as salaries, allowances, tantiem/bonuses and others; and	180
	(3) the amount of remuneration for each member of the Board of Directors and members of the Board of Commissioners;	182
	Disclosure of information can be presented in tabular form.	
5)	Sharia Supervisory Board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association, at least contains:	
	(a) name;	N/A
	(b) the legal basis for the appointment of the Sharia Supervisory Board;	N/A
	(c) the assignment period of the Sharia Supervisory Board;	N/A
	(d) duties and responsibilities of the Sharia Supervisory Board; And	N/A
	(e) the frequency and method of providing advice and suggestions as well as supervising the fulfillment of Sharia Principles in the Capital Market to Issuers or Public Companies;	N/A
6)	Audit Committee, at least contains:	
	(a) name and position in the membership of the committee;	194-196

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	(b) age;	194-196
	(c) nationality;	194-196
	(d) educational history;	194-196
	(e) position history, including information on:	
	(1) the legal basis for appointment as a member of the committee;	194
	(2) concurrent positions, both as members of the Board of Commissioners, members of the Board of Directors, and/or committee members and other positions (if any); And	194-196
	(3) work experience and time period both inside and outside the Issuer or Public Company;	194-196
	(f) the period and tenure of the members of the Audit Committee;	331
	(g) statement of independence of the Audit Committee;	196
	(h) training and/or competency improvement that has been attended in the financial year (if any);	198
	(i) the policy and implementation of the frequency of meetings of the Audit Committee and the level of attendance of members of the Audit Committee in these meetings; And	199
	(j) the implementation of the activities of the Audit Committee in the financial year according to what is stated in the Audit Committee guidelines or charter;	199-201
7)	Issuer or Public Company nomination and remuneration committee or function, at least contains:	
	(a) name and position in the membership of the committee;	201-202
	(b) age;	201-202
	(c) nationality;	201-202
	(d) educational history;	201-202
	(e) position history, including information on:	201-202
	(1) the legal basis for appointment as a member of the committee;	201-202
	(2) concurrent positions, both as members of the Board of Commissioners, members of the Board of Directors, and/or committee members and other positions (if any); And	201-202
	(3) work experience and time period both inside and outside the Issuer or Public Company;	201-202
	(f) period and tenure of committee members;	201-202
	(g) statement of committee independence;	202
	(h) training and/or competency improvement that has been attended in the financial year (if any);	204
	(i) description of duties and responsibilities;	203
	(j) a statement that the committee has guidelines or charters;	202
	(k) policies and implementation regarding the frequency of committee meetings and the level of attendance of committee members at those meetings;	204
	(l) a brief description of the committee's activities in the financial year; And	205
	(m) in the event that a nomination and remuneration committee is not formed, it is sufficient for the Issuer or Public Company to disclose the information referred to in letter i) to letter l) and disclose:	N/A
	(1) reasons for not forming a committee; And	N/A
	(2) parties carrying out nomination and remuneration functions;	N/A

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8)	Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, contain at least:	
	(a) name and position in the membership of the committee;	205
	(b) age;	206
	(c) nationality;	206
	(d) educational history;	206
	(e) position history, including information on:	206
	(1) the legal basis for appointment as a member of the committee;	206
	(2) concurrent positions, both as members of the Board of Commissioners, members of the Board of Directors, and/or committee members and other positions (if any); And	206
	(3) work experience and time period both inside and outside the Issuer or Public Company;	206
	(f) period and tenure of committee members;	206
	(g) statement of committee independence;	207
	(h) training and/or competency improvement that has been attended in the financial year (if any); And	208
	(i) description of duties and responsibilities;	207-208
	(j) a statement that the committee has guidelines or charters;	207
	(k) the policy and implementation of the frequency of committee meetings and the level of attendance of committee members at these meetings; and	208-209
	(l) a brief description of the committee's activities in the financial year;	209
9)	Corporate Secretary, at least contains:	
	(a) name;	217
	(b) domicile;	217
	(c) history of position, including information on:	
	(1) legal basis for appointment as Corporate Secretary; And	217
	(2) work experience and time period both inside and outside the Issuer or Public Company;	217
	(d) educational history;	217
	(e) training and/or competency improvement that has been attended in the financial year; And	219
	(f) a brief description of the implementation of the duties of the Corporate Secretary in the financial year;	219
10)	Internal Audit Unit, at least contains:	
	(a) the name of the head of the Internal Audit Unit;	213
	(b) history of position, including information on:	213
	(1) legal basis for appointment as head of the Internal Audit Unit; And	213
	(2) work experience and time period both inside and outside the Issuer or Public Company;	213
	(c) qualification or certification as an internal audit profession (if any);	213
	(d) training and/or competency improvement attended in the financial year;	234-235

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	(e) the structure and position of the Internal Audit Unit;	232
	(f) description of duties and responsibilities;	234
	(g) statement that it has guidelines or charter for the Internal Audit Unit; And	233
	(h) a brief description of the implementation of the duties of the Internal Audit Unit in the fiscal year including policies and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners and/or the audit committee;	236
11)	Description of the internal control system implemented by the Issuer or Public Company, at least concerning:	
	(a) financial and operational control, as well as compliance with other laws and regulations; And	245
	(b) review of the effectiveness of the internal control system;	246
	(c) statement of the Board of Directors and/or Board of Commissioners regarding the adequacy of the internal control system;	246
12)	The risk management system implemented by Issuers or Public Companies, at least regarding:	
	(a) an overview of the Issuer's or Public Company's risk management system;	237-239
	(b) types of risks and how to manage them;	240-242
	(c) review of the effectiveness of the Issuer's or Public Company's risk management system; And	242
	(d) a statement from the Board of Directors and/or Board of Commissioners or the audit committee regarding the adequacy of the risk management system;	242
13)	Legal cases with a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), contain at least:	
	(a) main case/lawsuit;	247-251
	(b) case/lawsuit settlement status; And	247-251
	(c) the impact on the condition of the Issuer or Public Company;	247-251
14)	Information on administrative sanctions / imposed on Issuers or Public Companies, members of the Board of Commissioners and Directors, by the Financial Services Authority and other authorities in the financial year (if any);	251
15)	Information regarding the code of ethics of Issuers or Public Companies includes:	
	(a) the main points of the code of ethics;	257
	(b) forms of dissemination of the code of ethics and efforts to enforce them; And	257
	(c) a statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners and employees of Issuers or Public Companies;	257
16)	A brief description of the policy of providing performance-based long-term compensation to management and/or employees owned by Issuers or Public Companies (if any), including among others in the form of management stock ownership program (MSOP) and/or programs share ownership by employees (employee stock ownership program/ESOP); In the case of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed shall contain at least:	133

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	(a) number of shares and/or options;	N/A
	(b) implementation period;	N/A
	(c) requirements of eligible employees and/or management; And	N/A
	(d) exercise price or determination of exercise price	N/A
17)	Brief description of the information disclosure policy regarding:	
	(a) share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares in the Public Company; And	192
	(b) implementation of the said policy;	192
18)	Description of the whistleblowing system at the Issuer or Public Company, at least contains:	
	(a) how to submit reports of violations;	260
	(b) protection for reporters;	261
	(c) complaint handling;	261
	(d) the party managing the complaint; and	261
	(e) the results of handling complaints, at least include:	
	(1) the number of complaints received and processed in the financial year; and	261
	(2) follow-up of complaints;	261
	In the event that an Issuer or Public Company does not have a whistleblowing system, then this should be disclosed.	N/A
19)	Description of the Issuer's or Public Company's anti-corruption policy, at least contains:	
	(a) programs and procedures implemented to address corruption, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies; And	258
	(b) anti-corruption training/socialization for employees of Issuers or Public Companies;	259-260
	If the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having such a policy will be explained.	N/A
20)	Implementation of Public Company Governance Guidelines for Issuers that issue Equity-Type Securities or Public Companies, includes:	
	(a) a statement regarding the recommendations that have been implemented; and/or	152
	(b) an explanation of recommendations that have not been implemented, accompanied by reasons and alternatives for implementation (if any);	152
	Disclosure of information can be presented in tabular form.	
h.	Social and Environmental Responsibility of Issuers or Public Companies	
	The Social and Environmental Responsibility section of the Issuer or Public Company is presented in the form of a Sustainability Report, which is an integral part of this Annual Report.	
i	Audited Annual Financial Report	

Notes on the Content of Annual Report	Page
The annual financial statements included in the Annual Report are prepared in accordance with Indonesian financial accounting standards and have been audited by a public accountant registered with the Financial Services Authority.	290-432
The intended annual financial report contains a statement regarding accountability for financial reports as stipulated in the Financial Services Authority Regulation regarding the responsibility of the Board of Directors for financial reports or laws and regulations in the capital market sector which regulate periodic reports of securities companies in the event that the Issuer is a securities company.	293
j Statement of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report	44-45
Statements of members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report are prepared in accordance with the format of Statement Letters of Members of the Board of Directors and Board of Commissioners regarding Responsibility for Annual Reports as listed in the Appendix which is an integral part of this Financial Services Authority Circular Letter.	44-45



# Growing Strong and Sustainable

  
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