



Fostering Trust, Delivering Excellence



Berizin dan diawasi OJK
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from Trust to Excellence

Fostering Trust, Delivering Excellence

Segenap jajaran Manajemen dan Karyawan Tugure senantiasa berekomitmen untuk menumbuhkan kepercayaan Mitra Usaha dengan memberikan kinerja terbaik dari Perusahaan.

The Management and Employees of Tugure are always committed to fostering trust of the Business Partners by delivering excellent performance of the Company.



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“ Tugure berkomitmen penuh dalam mewujudkan kinerja positif dengan senantiasa mengembangkan seluruh lini korporasi untuk memberikan nilai tambah bagi para pemangku kepentingan.

Tugure is fully committed to delivering positive performance by keep developing all corporate levels to provide added-value for the Stakeholders. //

Adi Pramana

Presiden Direktur | President Director

Pemangku kepentingan yang terhormat,

Tahun 2021, dunia secara global masih menghadapi ketidakpastian pasar keuangan yang terus berlanjut sejalan dengan risiko yang masih mengemuka, antara lain peningkatan penyebaran Covid-19 varian Delta yang meningkat. Meskipun demikian, berdasarkan Siaran Pers Kementerian Keuangan pertumbuhan ekonomi Indonesia membaik dan berhasil melanjutkan pertumbuhan positif di Q4 2021 yaitu sebesar 5,02% dimana pada Q4 2020 pertumbuhan ekonomi minus 2,19%, sehingga secara keseluruhan tahun 2021 ekonomi Indonesia tumbuh sebesar 3,69% (YoY).

Adapun faktor yang mendorong pertumbuhan ekonomi antara lain akselerasi vaksinasi dan penanganan Covid-19 yang diterapkan Pemerintah dalam rangka pengendalian kasus Covid-19 secara nasional.

Pertumbuhan ekonomi Indonesia yang positif juga menjadi momentum kebangkitan bagi Tugure, sehingga kami berhasil membukukan pertumbuhan

Dear Valued Stakeholders,

In 2021, the world was still challenged by financial market uncertainty conditions following by arising emerging risks, such as the Delta Varian of Covid-19 spread accelerations. Nevertheless, referring to the Ministry of Finance of Indonesia Release in forms that the recoveries of Indonesia's economy also successfully maintained positive growth in Q4 2021 by 5.02% compared to Q4 2020 by -2.19%. Therefore, in 2021 Indonesia's economic growth shall increase by 3.69% (YoY).

Furthermore, the driving factors of the economic growth comprised the acceleration of Covid-19 vaccination; and the government response to implement spread control of the Covid-19 virus on a national level.

Positive growth of Indonesian economy also becomes a revival momentum for Tugure that brought us to book positive performance

kinerja positif sepanjang tahun 2021 dengan perolehan laba bersih senilai Rp 26,86 miliar. Perolehan laba bersih (NPAT) tersebut tumbuh 93,51% (year-on-year/yoY) bila dibandingkan dengan perolehan NPAT pada tahun 2020.

Kinerja positif tersebut membawa hasil hingga pada akhir 2021 tercatat Tugure memiliki asset senilai Rp4,35 triliun dengan total investasi mencapai Rp2,07 triliun. Perusahaan juga mampu meningkatkan Risk-Based Capital (RBC) menjadi 230% di akhir tahun 2021. Selain itu, Perusahaan juga mampu mempertahankan Fitch Ratings Indonesia (Fitch) berada di posisi A+(idn) dengan outlook stabil.

Capaian positif pada tahun 2021 tersebut tidak terlepas dari upaya Perusahaan untuk dapat kembali ke kondisi yang optimal melalui beberapa strategi antara lain, dari sisi teknis Perusahaan tetap melakukan *prudent underwriting* serta strategi pencadangan yang sehat dalam menghadapi ketidakpastian (*uncertainty*) dan risiko (*risk*) yang akan terjadi. Dari pengembangan IT telah dilakukan pengembangan aplikasi termasuk

throughout 2021 with net income realization of Rp26.86 billion. The net income (NPAT) realization grew 93.51% (year-on-year/yoY) if compared to the NPAT booked in 2020.

The positive performance contributed to Tugure's assets of Rp4.35 trillion, with a total investment of Rp2.07 trillion by end of 2021. The Company also managed to increase Risk-Based Capital (RBC) to 230% by end of 2021. Furthermore, the Company also managed to maintain A+(idn) Fitch Ratings Indonesia (Fitch) with a stable outlook.

This positive achievement in 2021 contributed to the Company's efforts to revive to optimal conditions by implementing several strategies, including, from a technical perspective, the Company maintaining prudent underwriting and a healthy backup strategy in dealing with current uncertainty and risk. Based on IT development, the application development has been carried out namely the completion of the

untuk menyelesaikan modul-modul guna percepatan integrasi proses dan akurasi data yang proper. Selain itu, dilakukan restrukturisasi organisasi oleh Grup HRD & GS untuk membangun lingkungan kerja yang lebih *agile* dan mengedepankan teknologi informasi. Grup Internal Audit juga menerapkan ISO 37001: Sistem Manajemen Anti-Penyuapan di tahun 2021 dalam rangka menyusun, menerapkan, memelihara, dan meningkatkan program kepatuhan anti-penyuapan di lingkungan Perusahaan.

Perusahaan juga merealisasikan program tanggung jawab sosial atau *corporate social responsibility* (CSR) secara berkesinambungan mengacu pada implementasi SGD's. Salah satunya adalah berperan aktif dalam menjaga keberlanjutan lingkungan dengan program Bank Sampah yang melibatkan seluruh Karyawan.

Tugure berkomitmen penuh dalam mewujudkan Kinerja positif dengan senantiasa mengembangkan seluruh lini korporasi untuk memberikan nilai tambah bagi para pemangku kepentingan perusahaan dan juga melaksanakan tata kelola yang baik di seluruh tingkatan organisasi dengan berpedoman kepada ketentuan terkait pelaksanaan tata kelola perusahaan yang baik.

been carried out namely the completion of the modules to the speed-up integration process and proper data accuracy. In addition, our organization were restructured to be more agile working environment and promoting the information technology. The Internal Audit Group also implemented ISO 37001: Anti-Bribery Management System in 2021 to develop, implement, maintain and improve anti-bribery compliance programs within the Company.

The Company also consistently conducts corporate social responsibility (CSR) programs based on SDG's implementation, including playing an active role in maintaining environmental sustainability through the Waste Bank program, which involves all employees.

Tugure is fully committed to delivering positive performance by developing all corporate lines to provide added value for the Stakeholders and also exercising good corporate governance at all organizational levels in accordance with the provisions related to Good Corporate Governance practices.



Jakarta, Oktober 2022

Jakarta, October 2022

DEWAN KOMISARIS

BOARD OF COMMISSIONERS



DIREKSI

BOARD OF DIRECTORS



VISI

VISION

Menjadi perusahaan reasuransi dengan tingkat profitabilitas yang optimal dan berkelanjutan dengan kapasitas regional.

To be a Reinsurance Company that generates optimal and sustainable profitability with regional capability.

MISI

MISSION

- Melayani dan membantu mengembangkan kemampuan bisnis perusahaan asuransi melalui kerja sama reasuransi.
- Menciptakan nilai tambah berkesinambungan bagi para pemangku kepentingan.

- Serve and assist in enhancing insurance companies through reinsurance cooperation partnerships.
- Create sustainable added value to shareholders.

NILAI-NILAI

VALUES

TRUST

Kami berusaha menjaga kepercayaan bersama di antara nasabah dan mitra usaha kami dan menjadikannya tujuan utama Perseroan.
We maintain trust of our customer and partners and put it as the main objective of the company.

UNDERSTAND

Kami selalu mencoba memahami apa yang nasabah inginkan supaya kami bisa memberikan layanan terbaik.
We understand the needs of our clients as to serve them better.

GAIN TOGETHER

Kami akan selalu berusaha menyediakan solusi terbaik supaya bisa saling menguntungkan bagi semua nasabah.
We are always committed to provide the best solution to achieve mutual beneficiaries for all clients.

UNIQUE

Melalui produk-produk dan layanan kami yang dapat disesuaikan, kami berupaya menciptakan citra yang unik untuk membedakan kami dari para pesaing.
Through customize products and services, which make us more competitive compared to other insurance companies.

RELIABLE PARTNER

Kami secara berkesinambungan meningkatkan reputasi dan kehandalan kami dengan mengimplementasikan kebijakan-kebijakan dengan cepat dan tepat waktu.
We, in sustainables basis, improve reputation and reliability by implementing policies and punctually.

EXCELLENCE

Kami berkomitmen untuk selalu menyediakan layanan yang unggul, memberikan solusi dan melampaui harapan tertinggi nasabah.
We are committed to provide excellence service and best solutions to serve our customers beyond their expectation.

**Penghargaan Emas
Kategori Perusahaan
Reasuransi**

Dalam Indonesia Finance
Award-IV-2021 Economic
Review

**Gold Award for
Reinsurance Company
Category**

*in Indonesia Finance Award-
IV-2021 Economic Review*



**Penghargaan Website
Informatif Terbaik Kategori
Perusahaan Reasuransi**

Dalam Indonesia Corporate
Secretary & Communication
Award 2021 Economic Review

**Best Informative Website
Award for Reinsurance
Company**

*in Indonesia Corporate
Secretary & Communication
Award 2021 Economic Review*



Baksos Dengan Palang
Merah Indonesia (PMI)
Charity with Indonesia
Red Cross (PMI)



Baksos Ramadhan
Ramadhan Charity



Penandatanganan Memorandum
of Understanding (MoU)
Electronic Document
*Signing of the Memorandum of
Understanding (MoU) Electronic
Document*



Ground Breaking Musholla dan
Pembangunan Majelis Pondok Pesantren
Miftahul Falah, Banten
*Ground Breaking of Musholla and Topping
Off of Miftahul Falah Dorm, Banten*



Penyerahan Donasi Program "SEMUA BISA
MAKAN" bersama Warung Mitra Baznas (BAZIS)
Provinsi DKI Jakarta
*Donation in "SEMUA BISA MAKAN/EVERYONE
CAN EAT" Program with Partner Stalls of Baznas
(BAZIS) DKI Jakarta Province.*



Webinar Tahun 2021
Webinars for 2021





Mitra Terpercaya

A Reliable Partner

Kepercayaan dari seluruh mitra usaha merupakan hal yang sangat kami jaga, layaknya seorang teman. Kami berupaya agar mitra usaha merasa nyaman dan tenang ketika menyampaikan kebutuhan dan permintaan mereka.

Trust of our clients is a matter that we always held dearly, like a friend. We aim to make our clients feel comfortable and relaxed when they share their needs and demand.

PT Tugu Reasuransi Indonesia ("Perseroan/Tugure") didirikan pada tanggal 2 April 1987 di hadapan Notaris Raden Santoso, SH, dengan Akta No. 8 tanggal 2 April 1987 yang kemudian diperbaiki dengan Akta No. 28 tanggal 11 Mei 1987 dan akta No. 19 tanggal 15 Juni 1987. Akta pendirian tersebut beserta perbaikannya telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No. C2-4270-HT.01.01-TH/87 tanggal 16 Juni 1987 serta diumumkan dalam Berita Negara Republik Indonesia No. 71 tanggal 4 September 1987, Tambahan No. 809 dengan nama "PT Tugu Jasatama Reasuransi Indonesia."

PT Tugu Reasuransi Indonesia ("the Company/Tugure"), was established on April 2, 1987, made before Notary Raden Santoso, S.H., based on Notarial Deed No.8 dated April 2, 1987, which amended by Notarial Deed No. 28 dated May 11, 1987, and Notarial Deed No. 19 dated June 15, 1987. The Deed and the amendments were approved by the Minister of Justice of the Republic of Indonesia by Decision Letter No. C2-4270HT.01.01-TH/87 dated 16 June 1987 and was published in the State Gazette of the Republic of Indonesia No. 71 dated September 4, 1987, Supplement No. 809 under the name of "PT Tugu Jasatama Reasuransi Indonesia."

Bersamaan dengan ulang tahun Tugure ke 31 pada tanggal 2 April 2018, diselenggarakan Peletakan batu Pertama dalam rangka pembangunan kembali Gedung Tugure.

Along with the Tugure 31st Anniversary on April 2, 2018, has been held the ground-breaking ceremony in the event of Tugure Building Renovation.



Untuk mengantisipasi risiko penyuapan, pada tahun 2021 Perseroan membentuk Tim Penerapan Sistem Manajemen Anti Penyuapan (SMAP), penyusunan Pedoman SMAP dan Kebijakan Anti Penyuapan, serta penetapan Auditor Internal SMAP dalam rangka memperoleh Sertifikasi ISO 37001:2016 SMAP pada fungsi Pengadaan dari Lembaga TUV Nord. Assessment dilaksanakan pada bulan November 2021 dan Perseroan berhasil mendapatkan Sertifikasi ISO 37001:2016 SMAP untuk periode 5 Januari 2022 sampai dengan 4 Januari 2025.

In 2021, to anticipate the risk of bribery, the Company established Anti-Bribery Management System Implementation (SMAP) Team, drafted the SMAP Guidelines and Anti-Bribery Policy, as well as stipulated the SMAP Internal Auditor in order to acquire ISO 37001:2016 SMAP Certification in Procurement function from TUV Nord Institute. The assessment was done in November 2021 and the Company successfully obtained the ISO 37001:2016 SMAP Certification for January 5, 2022 to January 4, 2025 period.



PT Tugu Jasatama Reasuransi Indonesia berubah nama menjadi "PT Tugu Reasuransi Indonesia" berdasarkan akta No. 104 tertanggal 24 Februari 1999 yang dibuat dihadapan Notaris Agus Madjid, S.H.

PT Tugu Jasatama Reasuransi Indonesia changed its name to "PT Tugu Reasuransi Indonesia" by the Deed No. 104 dated February 24, 1999, made before Notary Agus Madjid, S.H.

Tugure mengalami perkembangan yang positif sebagai sebuah korporasi dan meraih kepercayaan dari Industri asuransi nasional maupun internasional. Pada tahun 2004, Tugure ditunjuk sebagai pelopor utama untuk kerja sama reasuransi di antara negara-negara ASEAN di bawah ARES (ASEAN Reinsurance Exchange Scheme), disusul dengan ekspansi operasi Perseroan meliputi negara-negara seperti Malaysia, Filipina, Vietnam dan Thailand.

As a business entity, Tugure has positively evolved and managed to gain trust from national and international insurance companies. In 2004, Tugure was assigned the role of pioneering reinsurance cooperation among ASEAN countries under ARES (ASEAN Reinsurance Exchange Scheme), followed by the expansion of the Company's operations to other countries such as Malaysia, Phillipines, Vietnam, and Thailand.

Tugure memelopori pengiriman dan penerimaan dokumen dalam bentuk softcopy, hal tersebut dimaksudkan untuk mengundang mitra usaha Tugure untuk ikut berpartisipasi dalam program go green – paperless document bersama Tugure.

Tugure pioneering the sending and receiving documents in the form of softcopy, in the means of inviting Tugure's business partner(s) in the go green program – a paperless document with Tugure.

Tugure meningkatkan modal dasar menjadi Rp1,5 triliun dan modal ditempatkan disetor menjadi sebesar Rp785 miliar, dengan komposisi kepemilikan saham PT Tugu Pratama Interindo sebesar 50,74% dan PT Asriland 49,26%.

Tugure strengthened its capital by increasing the authorized capital as well as issued and paid-up capital, therefore Tugure ownership composition consists of 50.74% owned by PT Tugu Pratama Interindo and 49.26% by PT Asriland.

Tugure berinisiasi serta turut aktif dalam menanggapi keadaan Pandemi Covid-19 bagi masyarakat melalui kegiatan Corporate Social Responsibility (CSR) Tanggap Darurat Covid-19.

Dalam rangka pencegahan dan penanganan COVID-19, Tugure menyalurkan donasi berupa dana tunai, disinfektan, Alat Pelindung Diri (APD), serta kebutuhan lain kepada pihak-pihak yang membutuhkan. Kegiatan CSR Tanggap COVID-19 tersebut dilakukan bertepatan dengan rangkaian kegiatan perayaan HUT Tugure ke-33, yang meliputi penggalangan dana dan donasi dari para mitra usaha Tugure.

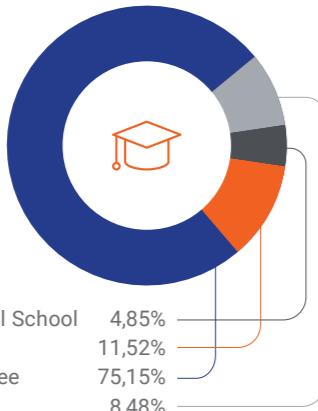
Tugure initiated to actively participate in responding to the Covid-19 Pandemic for the community through the Response of Covid-19 Corporate Social Responsibility (CSR) activity.

As the COVID-19 prevention and handling initiatives, Tugure distributed donations in the form of cash, disinfectants, Personal Protective Equipment (PPE), and other needs to parties in need. The COVID-19 Response CSR activity was carried out to coincide with a series of activities to celebrate Tugure's 33rd Anniversary, which included fundraising and donations from Tugure's business partners.

Demografi Pekerja Berdasarkan Tingkat Pendidikan

Employees Demography by Education Level

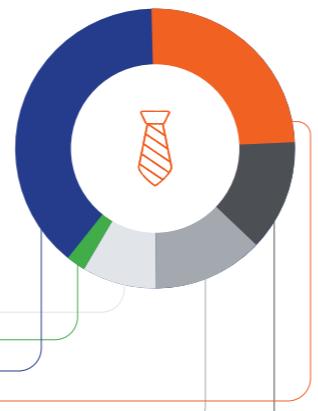
SMA/SMK | High School/Vocational School
D3 | Diploma 3
D4/S1 | Diploma 4/Bachelor's Degree
S2 | Master's Degree



Demografi Pekerja Berdasarkan Level Jabatan

Demographics of Workers by Position

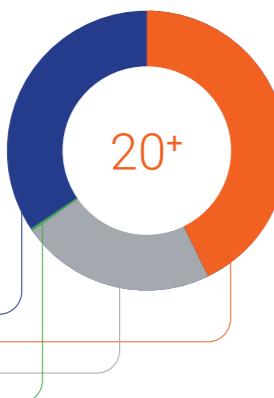
Attendant
Tenaga Ahli
Officer
Deputy Manager
Manager
Senior Manager



Demografi Pekerja Berdasarkan Usia

Demographics of Workers by Age

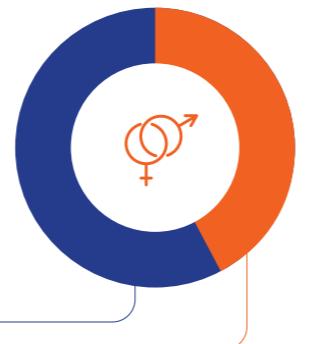
<30
31 - 40
41 - 50
>50



Demografi Pekerja Berdasarkan Jenis Kelamin

Demographics of Workers by Gender

Pria | Male
Wanita | Female



IKHTISAR KINERJA

PERFORMANCE HIGHLIGHTS

(dalam Jutaan Rp | in Millions of Rp)

Uraian Description	Realisasi 31 Des 2021 Realization as of Dec 31, 2021	Realisasi 31 Des 2020 Realization as of Dec 31, 2020
Hasil Usaha Operating Revenue		
Premi Bruto Gross Premium	2.262.428	2.808.076
Hasil Underwriting Underwriting Income	1.179	4.392
Hasil Investasi Investment Yield	109.887	115.060
Beban Usaha Operating Expense	93.218	97.976
Laba Bersih Net Income	26.863	13.882
Laba Komprehensif Comprehensive Income	25.318	18.545
Posisi Keuangan Financial Position		
Investasi Investment	2.069.693	1.931.693
Total Aset Total Assets	4.351.906	4.450.772
Total Liabilitas Total Liabilities	2.930.363	3.044.547
Total Ekuitas Total Equity	1.421.543	1.406.225

RASIO KEUANGAN

FINANCIAL RATIO

Nama/Jenis Sertifikasi Name/Type of Certifications	Jumlah Personil Total Personnel
Sertifikasi Asuransi & Aktuaria Dalam Negeri <i>Domestic Insurance & Actuarial Certification</i>	
AAAIK	24
AAIK	2
AAAIJ	3
AAIJ	1
AAK	2
CNLA	2
FSAI	1
AIIS	1
Sertifikasi Asuransi & Aktuaria Luar Negeri <i>International Insurance & Actuarial Certification</i>	
CII	2
AMII	2
ANZIIF	2

Nama/Jenis Sertifikasi Name/Type of Certifications	Jumlah Personil Total Personnel
Sertifikasi Investasi <i>Investment Certification</i>	
WMI	5
WPPE	4
Sertifikasi BNSP Pengadaan Barang dan Jasa <i>Goods and Services Procurement BNSP certification</i>	
	1
Sertifikasi HR <i>HR Certification</i>	
CHRP	3
Sertifikasi Auditor <i>Auditor Certification</i>	
QIA	3
Sertifikasi Manajemen Risiko <i>Risk Management Certification</i>	
QCRO	15
QRMA	16
CRMP	1

Uraian Description	Realisasi 31 Des 2021 Realization as of Dec 31, 2021	Realisasi 31 Des 2020 Realization as of Dec 31, 2020
Rasio Underwriting Underwriting Ratio		
Rasio Solvabilitas Solvency Ratio	229,75%	225,83%
Rasio Laba Bersih terhadap Jumlah Ekuitas Return to Equity Ratio	1,89%	0,99%
Rasio Laba Bersih terhadap Premi Bruto Gross Profit Margin	1,19%	0,49%
Rasio Premi Neto terhadap Premi Bruto Net Premium to Gross Premium Ratio	48,91%	40,12%
Rasio Liabilitas terhadap Jumlah Aset Debt to Assets Ratio	67,34%	68,40%
Rasio Laba Bersih terhadap Jumlah Aset Return to Assets Ratio	0,62%	0,31%

Dalam pengelolaan Underwriting, Perseroan selalu mengutamakan prinsip kehati-hatian terhadap, khususnya terhadap class of business yang memiliki catatan Kinerja kurang baik. Beberapa kelas bisnis yang memerlukan perhatian khusus diantaranya adalah Fire, Engineering, Onshore, Health, Surety, Credit, and Life. Langkah-langkah yang dapat dilakukan adalah dengan tidak melakukan renewal terhadap bisnis dengan profil risiko bisnis yang tinggi serta tetap menjaga prinsip kehati-hatian dalam melakukan akseptasi, serta menghitung cadangan teknis secara wajar berdasarkan estimasi terbaik yang didasarkan standar yang berlaku.

Sampai dengan akhir tahun 2021 telah dicapai perbaikan profil kinerja Underwriting pada kelas bisnis yang menjadi perhatian, khususnya di Fire dan Credit sehingga dapat memberikan hasil Underwriting yang positif. Perseroan juga mampu meningkatkan efisiensi beban Underwriting dengan rasio beban komisi yang lebih rendah dibandingkan periode yang sama tahun sebelumnya.



In underwriting management, the Company always prioritized the prudent underwriting principle, especially for the poor performance class of businesses. Some business classes which require specific concerns are Fire, Engineering, Onshore, Health, Surety, Credit, and Life. The initiatives that can be taken were not performing renewal for the businesses with the high-risk profile and maintaining the prudent underwriting principle in accepting and calculating the technical reserves fairly according to the best estimation based on the applied standards.

At end of 2021, the underwriting performance profile improvement has been achieved in business

class as our concern, such as Fire and Credit thereby providing positive underwriting results. The Company also managed to increase the underwriting expenses efficiency with a lower commission expense ratio compared to the same period in the previous year.

Pencapaian kinerja Hasil Investasi pada tahun 2021 merupakan hasil dari pengelolaan portfolio Investasi yang prudent, dengan eksposur Investasi yang memiliki kualitas aset yang baik serta tingkat risiko volatilitas yang lebih rendah. Strategi Investasi yang prudent dan konservatif ini terbilang efektif dalam menghadapi krisis ekonomi pasca pandemi Covid-19.

Pencapaian kinerja Hasil Investasi tahun 2021 terbilang cukup baik yakni sebesar Rp109,89 miliar. Di samping itu, realisasi pencapaian Dana Investasi meningkat, yakni sebesar Rp2,07 Triliun, lebih tinggi 7% (YoY) dari realisasi tahun 2020 yang sebesar Rp1,93 Triliun.

The 2021 Investment Income achievement is the result of prudent investment portfolio management with good asset quality and lowers volatility risk investment exposure. The prudent and conservative investment management strategy is proven effective in dealing with the post-Covid-19 pandemic.

The 2021 Investment Income performance is considered good, with the result of Rp109,89 billion. Meanwhile, the Investment Fund realization is increased by 7% (YoY) from Rp1,93 Trillion to Rp2,07 Trillion.

Rating dan Tingkat Kesehatan

Rating and Health Level



2017-2021



Rating Tugure menunjukkan kinerja Perusahaan yang tetap stabil sekalipun dihadapkan pada situasi pandemi.

Tugure's Rating indicated the Company's stable performance amidst the pandemic situation.

Tingkat Kesehatan
Perseroan
Risk-Based Rating



Tingkat Kesehatan Tugure yang baik merupakan hasil implementasi dari tata kelola perusahaan yang baik.

Tugure recorded good risk-based rating as a result of good corporate governance implementation.



Tumbuh Berkelanjutan, Mensejahterakan Secara Etis

Growing Sustainably
Prospering Ethically

Tumbuh berarti menjadi sejahtera bersama, tidak hanya mitra usaha kami tetapi juga seluruh masyarakat. Kami berkomitmen untuk bertindak secara etis dan berkontribusi atas pengabdian masyarakat di berbagai skala.

To grow is to prosper together, not just with our clients but also to the communities. We are committed to act ethically and make contribution towards community development in various scale.

Sepanjang tahun 2021, Perusahaan telah melakukan beberapa improvement dalam rangka penguatan internal. Beberapa diantaranya adalah :

Sumber Daya Manusia & Pengembangan

- Perbaikan Kebijakan Career Path Karyawan.
- Restrukturisasi Grup Kerja yang lebih agile dan mengedepankan teknologi informasi.
- Penerbitan Pedoman Underwriting Akseptasi Reasuransi Umum dan Reasuransi Jiwa.
- Improvement of the Employee Career Path Policy.
- Restructuring a more agile working groups and prioritize information technology.
- Issuance of the General Reinsurance and Life Reinsurance Acceptance Underwriting Guidelines.

Sekretaris Perusahaan

- Penetapan Corporate Identity.
- Menjalankan kerja sama pengiriman dokumen secara elektronik dengan Mitra Usaha.
- Establishment of the Corporate Identity
- Establishment of electronically sending/receiving documents cooperations with the Business Partners.

Kepatuhan | Compliance

- Peningkatan budaya Kepatuhan melalui sosialisasi dan campaign kepatuhan.
- Monitoring atas Risiko di unit kerja dan Key Risk Indicator atas risiko-risiko utama secara berkala dan melakukan pengkinian Pedoman Manajemen Risiko. Perseroan juga terus melakukan penguatan budaya terampil risiko melalui webinar dan standing banner di Perseroan.
- Perseroan juga melakukan evaluasi atas setiap penyusunan perencanaan di Perseroan dan monitoring pencapaian yang dilaporkan secara berkala kepada Direksi.
- Developing compliance culture in all working groups by compliance socializations and campaigns.
- Monitoring Risks in all working groups and the Key Risk Indicators its key risks regularly; Updating the Risk Management Guidelines. The Company also continues to strengthen the skilled risk culture through the webinars and standing banners in the Company.
- The Company evaluates every preparation of plans within the Company and monitors achievements, and reports regularly to the Board of Directors.

Audit Internal | Internal Audit

- Penerapan Audit ISO 37001:2016 SMAP.
- Implementasi Audit Management System (AMS).
- Implementation of ISO 37001:2016 SMAP Audit.
- Implementation of Audit Management System (AMS).

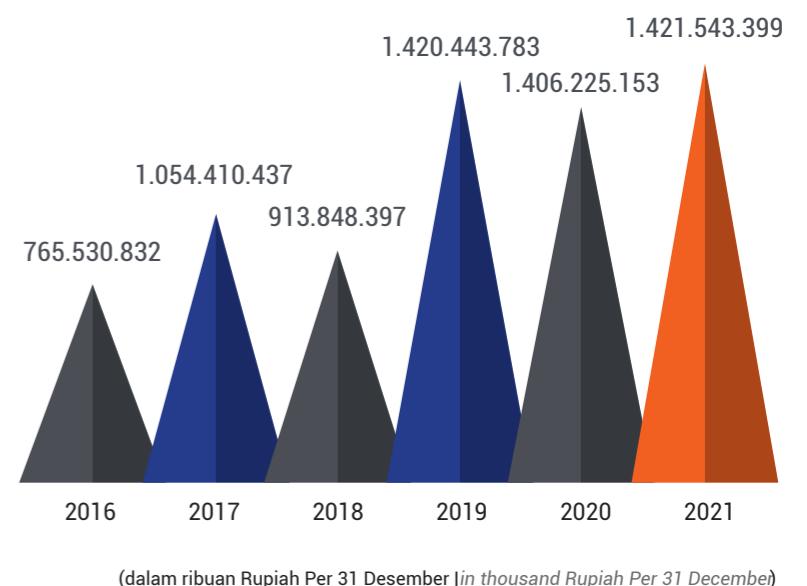
Teknologi & Informasi | Information & Technology

- Implementasi Disaster Recovery Plan (DRP).
- Pembangunan dan Implementasi Disaster Recovery Center (DRC).
- Penyelesaian Dokumen Tata Kelola IT untuk mendukung penerapan POJK 4/2021 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Jasa Keuangan Non-Bank.
- Implementation of the Disaster Recovery Plan (DRP).
- Disaster Recovery Center (DRC) Development and Implementation.
- Completion of IT Governance Documents to support the implementation of POJK 4/2021 concerning Implementation of Risk Management in the Use of Information Technology by Non-Bank Financial Services.

In 2021, the Company established internal strengthening, which consists of:

Perseroan telah memenuhi ketentuan terkait modal sendiri sebagaimana diatur dalam POJK No.71/POJK.05/2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi dimana perusahaan reasuransi wajib memiliki ekuitas paling sedikit sebesar Rp 200 miliar. Ekuitas Perseroan untuk periode tahun 2016-2021 sebagai berikut:

The Company has complied with the provisions related to own equity as regulated in POJK No.71/POJK.05/2016 concerning Financial Health of Insurance Companies and Reinsurance Companies where reinsurance companies are required to have minimum equity of Rp200 billion. The Company's equity for the period 2016-2021 is as follows:



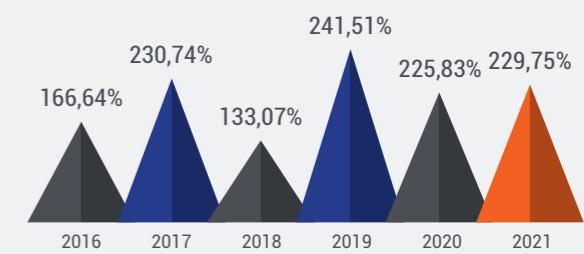
(dalam ribuan Rupiah Per 31 Desember | in thousand Rupiah Per 31 December)

Perseroan telah memenuhi kewajiban terkait Tingkat Solvabilitas sebagaimana diatur dalam POJK No.71/POJK.05/2016 tentang Kesehatan Keuangan Perusahaan Asuransi dan Perusahaan Reasuransi dimana diatur bahwa target Tingkat Solvabilitas internal ditetapkan paling rendah 120% dari MMBR. Adapun Tingkat Solvabilitas Perseroan pada akhir tahun 2016-2021 adalah sebagai berikut:

Tingkat Solvabilitas

Solvency Ratio

(Per 31 Desember |
As of 31 December)

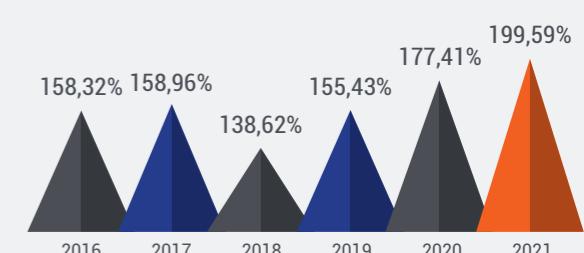


The Company has complied with the provisions related to own equity as regulated in POJK No.71/POJK.05/2016 concerning Financial Health of Insurance Companies and Reinsurance Companies where reinsurance companies are required to have minimum equity of Rp200 billion. The Company's equity for the period 2016-2021 is as follows:

Rasio Likuiditas

Liquidity Ratio

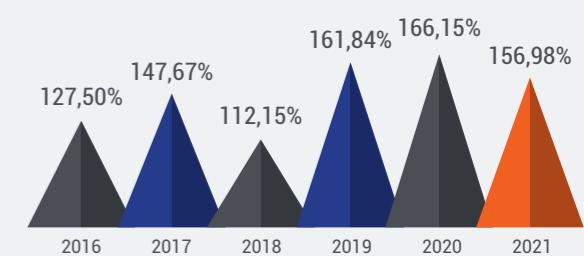
(Per 31 Desember |
As of 31 December)



Rasio Kecukupan Investasi

Investment Sufficiency Ratio

(Per 31 Desember |
As of 31 December)



Budaya manajemen risiko telah diinternalisasikan dengan sangat baik pada seluruh unit kerja Perseroan dan telah dilaksanakan pendidikan berkelanjutan mengenai pemahaman manajemen risiko untuk seluruh *Group Head* dan *Risk Officer* (pemegang sertifikasi manajemen risiko). Direksi dan Dewan Komisaris bertanggung jawab dengan baik dalam pengembangan budaya organisasi yang sadar terhadap risiko dan menumbuhkan komitmen dalam mengelola risiko sesuai dengan strategi bisnis Perseroan dan memiliki sertifikasi manajemen risiko sebagai berikut: *Certified Risk Governance Professional (CRGP)*, *Qualified Risk Governance Professional (QRGP)* dan *Qualified Chief Risk Officer (QCRO)* LSP MKS.

Risk management culture has been internalized properly in all work units within the Company and continuous education has been carried out on risk management understanding for all Group Heads and Risk Officers (holders of risk management certification). The Board of Directors and the Board of Commissioners are well responsible for developing an organizational culture with risks awareness and fostering a commitment to managing risk in accordance with the Company's business strategy and have risk management certifications, among others: Certified Risk Governance Professional (CRGP), Qualified Risk Governance Professional (QRGP) and Qualified Chief Risk Officer (QCRO) LSP MKS.

Pengelolaan whistleblowing system dikelola oleh Group Internal Audit yang kemudian ditindaklanjuti oleh fungsi terkait dan/atau tim yang ditunjuk oleh Direksi. Pengaduan whistleblowing system dapat disampaikan melalui sarana berikut ini:

The whistleblowing system is handled by the Internal Audit Group and is to be follow-up by the related functions and/or a team appointed by the board of directors. Any whistleblowing reports can be submitted through the following media, as follows:



Alamat Surat | Mailing Address

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u.p. Internal Audit Group Head



Telepon | Phone

(+62 21) 3140267,
3103952, 3923970,
2302038 (hunting)



Fax | Fax

(+62 21) 3923973,
3921769, 3923974,
31908415



Email | Email

whistleblowing@
tugu-re.com

Pedoman Perilaku Perusahaan merupakan acuan perilaku bagi seluruh Insan Tugure yang berisi tentang keharusan yang wajib dilaksanakan dan larangan yang harus dihindari sebagai penjabaran pelaksanaan prinsip-prinsip Tata Kelola Perusahaan yang Baik dan telah disahkan dalam SK Direksi No. 4.00.064.16 tanggal 30 Desember 2016.

Code of Conduct is a behavior guideline for all Tugure Personnel, which stipulates the obligations that shall be conducted and the prohibitions that shall be avoided as an elaboration of the implementation of the Good Corporate Governance principles which have been ratified in Board of Directors Decree No. 4.00.064.16 dated December 30, 2016.



Bakti Sosial Ramadhan Ramadan Charity

Sebagai bagian dari peringatan hari jadi Perseroan ke-34, Perseroan mengadakan bakti sosial Ramadhan dengan total dana yang berhasil terkumpul adalah sebesar Rp 99.250.000 yang distribusikan pada 3 Mei 2021 melalui Pondok Pesantren Miftahul Falah yang berada di Kampung Jawringan, Banten sebanyak 316 paket dan sisanya di distribusikan melalui Yayasan Yatim Piatu dan Dhuafa yang berada di Leuwiliang Bogor, Kampung Sawah Bekasi, Lebak, Banten, serta kepada masyarakat di sekitar kantor Perseroan melalui Masjid Al-Makmur. Perseroan juga turut memberikan sejumlah uang tunai kepada anak yatim dan dhuafa penerima paket dan memberikan 34 Al-Quran kepada Pondok Pesantren Miftahul Falah.

As part of the Company's 34th-anniversary celebration, the Company held a Ramadan charity with a total of Rp 99,250,000 which was distributed on May 3, 2021, through Miftahul Falah Islamic Boarding School located in Kampung Jawringan, Banten of 316 packages and the remaining was distributed through Orphans and Dhuafa Foundations located in Leuwiliang Bogor, Kampung Sawah Bekasi, Lebak, Banten, as well as to the community around the Company's offices through Al-Makmur Mosque. The Company also gave a cash donation to orphans and less fortunate people who received the package and donated 34 Al-Quran to Miftahul Falah Islamic Boarding School.

Semua Bisa Makan - Kegiatan CSR Dalam Memperingati Hari Pangan Dunia
Everyone Can Eat - CSR Activities to Commemorate World Food Day

Perseroan berkolaborasi dengan Badan Amil Zakat Nasional Provinsi DKI Jakarta atau Baznas (Bazis) membagikan 1.260 paket makanan gratis melalui program "Semua Bisa Makan" yang diselenggarakan tanggal 19 Oktober 2021 di kawasan Cikini, Jakarta Pusat. Perseroan berkontribusi memberikan 1.260 voucher makan senilai Rp 21 juta yang bisa ditukarkan di warung makan mitra Baznas (Bazis), yang merupakan pelaku UMKM.

Donor Darah dan Donasi Kemanusiaan PMI
PMI Blood and Humanitarian Donations

Guna menumbuhkan semangat gotong royong dan kepedulian warga Jakarta termasuk sebagai aksi penanggulangan Covid-19, pada tanggal 25 November 2021, Perseroan juga memberikan layanan atau bantuan sosial kepada masyarakat seperti penyemprotan disinfektan, dukungan vaksinasi, distribusi bantuan dan pelayanan ambulans dengan total dana mencapai Rp 50 juta.

Perbaikan Koridor Bangsal Di RS PGI Cikini
Renovation of Ward D Corridor at PGI Cikini Hospital

Kegiatan ini merupakan bentuk tanggung jawab Perseroan atas kerusakan yang terjadi sebagai dampak proses pembangunan gedung Perseroan pada koridor belakang Bangsal D yang berbatasan langsung dengan dinding batas belakang gedung Perseroan. Selain itu, kegiatan ini juga merupakan bentuk kepedulian Perseroan terhadap kesehatan dan lingkungan. Pada tahun 2022, proses pembangunan ini telah selesai, namun belum dilakukan serah terima bangunan kepada pihak RS PGI dikarenakan masih dilakukan proses klaim terhadap ACA.

Santunan Pendidikan Anak Asuh Mushola Nurul Iman
Educational Assistance for Nurul Iman's Mushola Foster Children

Yayasan Mushola Nurul Iman merupakan wadah penghimpun kegiatan dan dana keagamaan karyawan Perseroan. Melalui Yayasan ini, Perseroan menyalurkan bantuan santunan pendidikan anak asuh sejumlah 23 orang di mana masing-masing anak asuh mendapatkan santunan sebesar Rp 200 ribu/bulan.

The Company collaborated with DKI Jakarta Province National Amil Zakat Agency or Baznas (Bazis) to distribute 1,260 free food packages through the "Semua Bisa Makan" program which was held on 19 October 2021 in the Cikini area, Central Jakarta. The company contributed to providing 1,260 meal vouchers valued at Rp21 million which could be exchanged at food stalls for Baznas partners (Bazis), which are MSME entrepreneurs.

In order to foster mutual cooperation spirit and awareness for the citizens of Jakarta, including as an action to overcome Covid-19, on November 25, 2021, the Company also provided services or social aid to the society such as spraying disinfectants, vaccination support, distribution of assistance and ambulance services with a total budget of Rp 50 million.

This activity is a manifestation of the Company's responsibility for the damage that occurred as an impact of the construction process of the Company's building in the back corridor of Bangsal D located at the wall of the Company's backside building. In addition, this activity is also a form of the Company's concern for health and the environment. In 2022, this construction process has been completed, however, the handover of the building has not been carried out to the PGI Hospital as the claim process to ACA is still ongoing.

The Nurul Iman Mosque Foundation is a forum for religious activities and fundraising for the Company's employees. Through this Foundation, the Company distributes educational assistance for foster children of 23 children, where each foster child receives compensation of Rp 200 thousand/month.

Pengelolaan Sampah di Lingkungan Kantor
Waste Treatment at the Office Environment

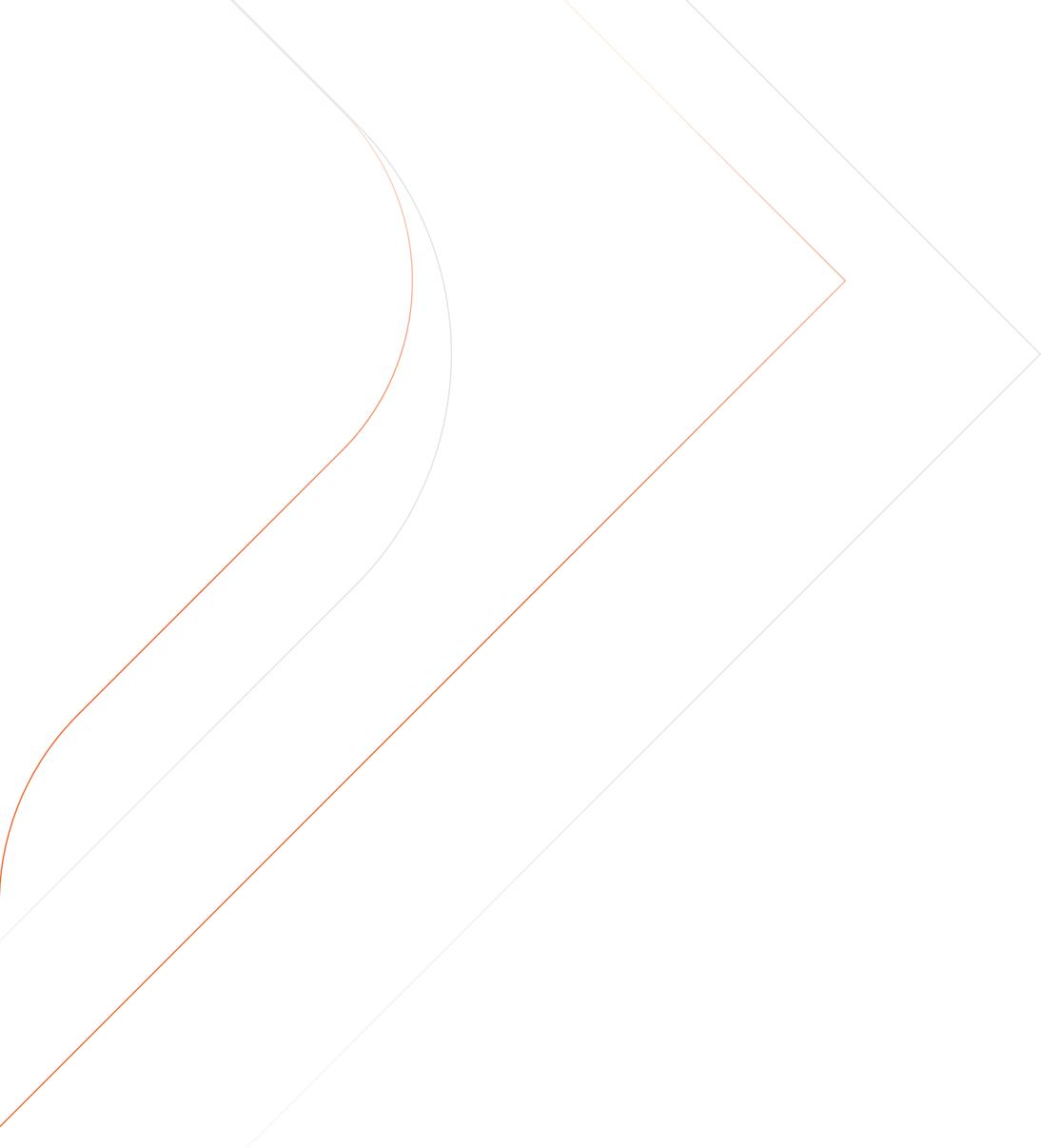
Perseroan juga berperan aktif dalam menjaga keberlanjutan lingkungan, salah satunya dalam aspek pengelolaan sampah. Pada tahun 2022, Perseroan melaksanakan program Bank Sampah yang melibatkan seluruh karyawan. Dalam program Bank Sampah, karyawan yang menabung nantinya akan memiliki buku tabungan dan dapat meminjam uang yang nantinya dikembalikan dalam bentuk sampah senilai uang yang dipinjam. Sampah yang ditabung akan ditimbang dan dihargai dengan sejumlah uang yang nantinya akan dijual kepada pabrik yang sudah bekerja sama dengan Perseroan. Sementara sampah plastik kemasan akan dijual kepada ibu-ibu PKK setempat untuk didaur ulang menjadi barang-barang kerajinan.

Pelaksanaan Bank Sampah akan bekerja sama dengan Koperasi Tugure (Kopindo) karena Perseroan tidak dapat melakukan kegiatan usaha yang mendapatkan profit selain dari kegiatan usaha Reasuransi. Hasil penjualan sampah akan di gunakan untuk dana kegiatan CSR.

The Company also has an active role in maintaining environmental sustainability, including in waste treatment aspect. In 2022, the Company implemented a Waste Bank program that involves all employees. In the Waste Bank program, employees who save will later have a savings book and can apply for loans which will be returned in form of waste worth the loans. The waste saving will be weighed and rewarded with a sum of money which will later be sold to factories that have collaborated with the Company. Meanwhile, plastic packaging waste will be sold to local PKK women to be recycled into handicrafts.

The Waste Bank implementation cooperates with the Koperasi Karyawan Tugure (Kopindo) since the Company is not eligible to run business activities that earn profits other than from the reinsurance business activities. The earning from the sales of waste will be used to support the CSR activities.





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